

# CSR & ESG Report

2023 - June 2024

**Innovating Tomorrow: Women Leading the AI horizon**

During a session of our "Yes, We GEN" program with students, a 12-year-old Cypriot girl created this image using an AI generative tool. She created a female superhero, symbolizing the significant role of women in the tech industry and AI era. The detail of artificial hands serves as an element of futuristic power, further emphasizing the superhero's triumph over adversity.

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You can identify these forward-looking statements by words such as "expect," "anticipate," "believe," "seek," "estimate," "project," "forecast," "continue," "potential," "should," "would," "could," "intend" and "may" and other words that convey uncertainty of future events or outcomes. Statements we make in this document that are not statements of historical fact also may be forward-looking statements. The discussion of trends, strategy, plans, assumptions, or intentions and our greenhouse gas emission and sustainability targets also include forward looking statements.

Although we believe the expectations reflected in such forward-looking statements are based upon reasonable assumptions, we can give no assurance that our expectations will be obtained or that any deviations will not be material. There may be events in the future that we are not accurately able to predict, or over which we have no control. You should not place undue reliance on forward-looking statements. Such statements involve risks and uncertainties that may cause future results to differ from those anticipated.

These risks include, but are not limited to, the effects of general macroeconomic conditions, prevailing level of macroeconomic, business and operational uncertainty, including as a result of geopolitical events or other global or regional events such as the COVID-19 pandemic, as well as the current inflationary environment, and the effects of these conditions on the Company's customers' businesses and levels of business activity, including the effect of the current economic uncertainty and industry pressure on the spending decisions of the Company's customers, Amdocs' ability to grow in the business markets that it

serves, Amdocs' ability to successfully integrate acquired businesses, adverse effects of market competition, rapid technological shifts that may render the Company's products and services obsolete, potential loss of a major customer, Amdocs ability to develop long-term relationships with our customers, our ability to successfully and effectively implement artificial intelligence and Generative AI in the Company's offerings and operations, the success of our sustainability and GHG emissions reduction strategies, the reaction of Amdocs customers and other stakeholders to our strategies, our assumptions regarding the impact of climate change on our operations and the operations of our customers and any associated regulatory and market responses to climate change, and risks associated with operating businesses in the international market.

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These and other risks are discussed at greater length in Amdocs' filings with the Securities and Exchange Commission, including in our Annual Report on Form 20-F for the fiscal year ended September 30, 2023 filed on December 13, 2023. This report includes non-GAAP financial measures, including revenue on a constant currency basis. These non-GAAP financial measures are not in accordance with, or an alternative for, generally accepted accounting principles and may be different from non-GAAP financial measures used by other companies. In addition, these non-GAAP financial measures are not based on any comprehensive set of accounting rules or principles. In addition, our use of the terms "material," "materiality" and other similar terms in this report topics that reflect the Company's significant economic, social and environmental impacts or that substantially influence the assessments and decisions of a diverse set of stakeholders. We are not using these terms as they are used under the securities or other laws of the United States or any other jurisdiction

or as these terms are used in the context of financial statements and financial reporting.

Amdocs believes that non-GAAP financial measures have limitations in that they do not reflect all of the amounts associated with Amdocs' results of operations as determined in accordance with GAAP and that these measures should only be used to evaluate Amdocs' results of operations in conjunction with the corresponding GAAP measures.

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# Letter from our CEO

**At Amdocs, we seek to create sustainable value as we play a central role in shaping our industry's future, impacting the lives of billions of people on a daily basis.**

This report, covering the period of our fiscal year 2023 until June 2024, outlines our Environmental, Social and Governance (ESG) strategy, the implementation of our sustainability initiatives and programs, and our efforts to promote a successful future for all.

During this period:

- We launched Amdocs amAlz, a cutting-edge, enterprise-grade generative AI (GenAI) platform, which creates a foundation for service providers to benefit from the immense potential of the GenAI era. Importantly, this framework helps our customers address the crucial societal challenges of data security, data privacy, and the complexity of data governance

- We progressed our people-centric approach with new programs aimed at providing greater flexibility for our employees, promoting employee wellbeing, enhancing career growth, while also harnessing diversity, equity, and inclusion
- We brought our professional skills and resources to the communities in which we work, introducing programs and initiatives to drive digital inclusion
- We continued to reduce our consumption of energy, materials, and water, and minimize pollution through the reduction of greenhouse gas emissions and landfill waste, in line with our long-term climate change goals and commitment to creating a more sustainable world

These initiatives have not gone unnoticed. I am pleased to report that we have been included in TIME magazine's list of the World's Most Sustainable Companies (2024); listed in the Dow Jones Sustainability Index (North America) for the fifth consecutive year and placed in the S&P Global's Corporate Sustainability Assessment (CSA) Yearbook, and received high ratings in the Carbon Disclosure Project (CDP), Morningstar Sustainalytics, ISS, and EcoVadis assessments.

I want to express my deepest gratitude to our global and diverse base of incredibly talented employees. Their unwavering dedication ensures that Amdocs will continue to be both a market and a sustainability leader as we continue empowering our customers' innovative digital transformation initiatives and move to the cloud.

I invite you to read this report to witness our progress to date and see how we continue to strive to "make it amazing", not only for our customers, employees, and stakeholders, but also for the world around us.

**Shuky Sheffer**  
Amdocs President and CEO

# Amdocs at a glance

**Powering communications service providers  
to deliver amazing customer experiences**

**~29,000** employees globally

**~90** countries

**~400** communications service  
provider customers

**100+** partner innovation ecosystem

**Record year of annual revenue,  
continued profitable growth<sup>2</sup>**

**Highest-ever annual revenue of \$4.89 billion**

**7.7% revenue growth on a constant currency<sup>1</sup> basis**

**Industry-leading portfolio of  
generative AI-empowered products and services**

**Strategic focus on key service provider imperatives:  
digitalization, journey to the cloud, 5G monetization,  
network automation, and serving the B2B segment**

**Relatively resilient business model with recurring  
revenue streams and strong business visibility**

<sup>1</sup> Revenue on a constant currency basis assumes exchange rates in the current period were unchanged from the prior period.

<sup>2</sup> For financial year 2023.

## ESG Highlights



**~29,000** employees in **90** countries worldwide

**33%** of all employees are **women**

**31.8%** of junior management positions are **women**

**29.5%** of tech roles are held by **women**

Reviewing and measuring **equal pay** worldwide

Focused programs for **women, minorities, people with disabilities, LGBTQ+ community**

**9** employee networking groups globally

Introduction of **Employee Share Purchase Plan (ESPP)**

**Vacation without Limits: 38.2%**  
more vacation used vs FY2021

**Hybrid work model**



**Back to the office**

**94%** of our employees are attending on a regular basis

Placed in the top decile **10%** of the OHI global benchmark\*

*McKinsey Health Organizational Index*



**92%** of our employees participated in **upskilling programs in hot spotted tech topics**

**46.2%** of our positions were filled by **internal candidates**



## Community Engagement Campaigns



- Environmental Week
- Giving Week
- Blossom Marathon
- Joy of Giving
- Yes, We GEN

## Digital Inclusion in focus

**2** new Tech for Good projects

**11,229**

laptops, equipment, and furniture donated



**100%** of employees successfully completed the business conduct campaign (BCC)



Marking of products by **contribution to global sustainable issues**

## Carbon Neutral

by 2040 on our Business Operations (Scope 1 & 2)



**100%** electricity from renewable sources by 2040

**58.9%**

of total renewable energy

**100%**

renewable energy at Amdocs Campus in Israel from January 2024

Amdocs Park in Israel **LEED Gold certified**

**55%**

reduction of Scope 1 & 2 CO<sup>2</sup> emissions since FY2019

**48%**

reduction of Scope 3 CO<sup>2</sup> emissions since FY2019

**82%**

of our car fleet are hybrids / plug-in / electric



## Who are we?

In an era where new technologies are born every minute, and the demand for meaningful digital experiences has never been so intense, we unlock our customers' innovative potential, empowering them to transform their boldest ideas into reality, and make billions of people feel like VIPs.

Our approximately 29,000 employees around the globe are here to accelerate our customers' migration to the cloud, differentiate in the 5G era, digitalize and automate their operations, and provide end users with the next-generation communication and media experiences that make the world say wow.

## Our customers

Our customers include some of the largest telecommunications companies in the world, as well as cable and satellite providers, small to mid-sized communications businesses and mobile virtual network enablers/mobile virtual network operators and directory publishers, and other providers of media and other services.

## Global delivery, development and support centers

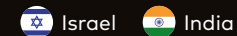
### Dozens of customer-facing sites and key competency centers



### Regional hubs



### Global delivery centers



# Select customers





# Our offerings

Our offerings integrate products and services powered by cutting-edge technologies such as AI, generative AI (GenAI), DevOps, microservices, and cloud. They are used by service providers in the telecommunications industry as well as other industries, such as utilities and financial services.

Over the past year, Amdocs invested heavily in embedding GenAI capabilities within our products, over our customers' IT and network stacks, and internally throughout the organization.

We also introduced the Amdocs amAlz platform, a first-in-class Telco GPT platform, and developed dozens of GenAI use cases to enable service providers to improve the customer experience, increase productivity, shorten time to market, and improve efficiency.

Our portfolio enables service providers to:

- Create and deliver exceptional digital experiences across users with more agile and adaptable technology
- Streamline network rollout, significantly reducing costs and unlocking new revenue streams through advanced service automation
- Deploy, operate, and monetize 5G with groundbreaking strategies
- Accelerate cloud adoption for enhanced value, efficiency, and resilience
- Implement hyper-automation for zero-touch operations and seamless interactions
- Boost B2B customer satisfaction and open new market opportunities with innovative solutions and connectivity

Amdocs helps those who build the future to **make it amazing**



## Strategic Partners



Powered by Generative AI with **Amdocs amAIZ platform**





# Amdocs' sustainability pledge

We're living in an age where incredible, digitally-driven progress is reshaping every aspect of our lives.

But this progress doesn't just happen.

It depends on the work of visionary companies and entire ecosystems, who take responsibility for their impact on the planet, on people, and on society.

We are here to unlock the positive potential of our industry:

- So, we can help billions of people connect digitally and ensure no one is left behind
- So, we can contribute to building a sustainable world, fit for future generations
- So, we can push society forward, without looking back with regret

Behind the experiences that make the world say wow, you'll find us:

Committed to...

**Leaving only footprints of amazing.**



# Awards and recognitions



Amdocs India: "The Economic Times – Best Organisations for Women 2023"



Amdocs Recognized as the Winner of 2023 Microsoft Media & Communications Partner of the Year



Amdocs Cyprus has been awarded as Best Workplace in Europe 2023



Amdocs has been awarded with 6 prizes in various categories for HR programs in HR Excellence Competition 2023



Amdocs certified as a Most Loved Workplace in the US



Great Place to Work® awards in Mexico, Brazil, Philippines, Greece, and Cyprus



Amdocs Management System for Volunteering Program was recognized by the PVCC



Amdocs Mexico recognized by the Human Rights Campaign Foundation as one of Mexico's Best Places to work for LGBTQ+



Most Preferred Workplaces in India IT & ITES sector



Amdocs was awarded as The Most Innovative HR Organization from the Israeli chapter of SHRM



Ranked 4th in LinkedIn Top 25 Companies List to Grow Your Career, Israel



Peruvian government recognized Amdocs commitment to promoting an inclusive society



Amdocs Israel received Platinum ranking in Maati ESG Index for 2023



Amdocs "Tech for Good" platform was shortlisted as Finalist at the TM Forum Excellence Awards 2023 in the Serving people & Planet category



TM Forum Outstanding Catalyst Award: Business Growth Category  
TM Forum Outstanding Catalyst Award: Energy Challenge Category



Amdocs India awarded with Silver in Excellence in Hybrid Work Arrangement & Management by Economic Times

# ESG performance statement

Member of  
**Dow Jones  
Sustainability Indices**  
Powered by the S&P Global CSA

Included in Dow Jones  
Sustainability Index (North America)  
for the fifth consecutive year

MORNINGSTAR | **SUSTAINALYTICS**

Received a Top  
Industry rating



Received B rating for  
our GHG emissions  
management by  
Disclosure Insight Action



Rated B on CDP's  
Supplier Engagement  
Leaderboard



Included in 2023  
Bloomberg  
Gender-Equality Index



Amdocs included in S&P  
Sustainability Yearbook and  
listed as Industry Mover and  
Yearbook Member



Received a GOLD Rating from  
EcoVadis for environmental,  
social, and ethical performance



Included in the list of 500  
World's Most sustainable  
Companies of TIME's in 2024



Classified "Prime" according to  
the ISS ESG Corporate Rating  
methodology



# 1. Our approach to sustainability

## 1.1. Our corporate responsibility commitments

- We care and strive to **act for our people**, our communities, and our environment
- We **develop and support digital-inclusion initiatives** that seek to give communities the opportunities, skills and knowledge to actively join today's connected world
- We **champion diversity & inclusion**, and are committed to leveling the playing field inside and outside Amdocs
- We strive to be **a leader in sustainability**, working through reducing our industry's environmental footprint through our advanced operations & technologies
- We aim to look after our employees' wellbeing, and **we are dedicated to providing a nurturing environment** that encourages them to thrive
- We **endeavor to conduct business in an ethical way** throughout our operations and supply chain



## 1.2. Our contribution to the UN's Sustainable Development Goals



**We align our CSR strategy and business practices with the UN's Sustainable Development Goals (SDGs) and use our knowledge, creativity, and technology to maximize our impact and contribute to the international efforts of achieving them. The following SDGs are strategic priorities for us. Here, you can read briefly about our contribution to each SDG.**

For further areas on how we contribute, please read [Annex 2](#).



### **SDG 2: Zero Hunger**

The world produces enough food to feed everyone, yet inefficient practices and food wastage have resulted in significant inequities in global resource distribution. We believe that these challenges can be effectively addressed through digital solutions. As a technological leader, Amdocs strives to develop innovative approaches to serve the needs of our communities, tackle food insecurity and waste, and contribute to sustainable agriculture.

For example, we played a key role in a groundbreaking agritech collaboration among 5G Open Innovation Lab partners, enabling growers to increase productivity and adopt sustainable agricultural practices through drone-to-cloud data-gathering and analysis. We also developed a community marketplace application in the Philippines that creates a digitalized supply and demand ecosystem, helping farmers and cooperatives produce and sell food more effectively while allowing consumers to access better-priced food.



### SDG 3: Good Health and Wellbeing

Aligned with our commitment to Good Health and Wellbeing, Amdocs prioritizes our employees' physical and mental health. We actively raise awareness of health issues, promote healthy lifestyles, and make medical and mental health services accessible for all our employees. This is achieved through comprehensive health insurance, including private health insurance where necessary, medical check-ups and our Employee Assistance Program (EAP), which provides confidential support in over 50 languages. We also offer financial wellbeing resources through educational sessions and planning tools. To further support mental health, we encourage positive daily interactions, training, and team activities, fostering a supportive and healthy work environment.

In what has become an annual tradition at Amdocs, we conduct several health awareness campaigns throughout the year. During Mental Health Month in May, we conducted over 40 global sessions with approximately 4,500 participants, emphasizing mental resilience and self-awareness. For Breast Cancer Awareness Month, we hosted virtual sessions with experts and survivors sharing their stories. We also celebrated International Yoga Day with in-person and virtual sessions at various sites worldwide, promoting relaxation and peer-to-peer interaction.



### SDG 4: Quality Education

As part of our overall people-centric approach, we place high significance on learning programs and development. As such, we apply continuous efforts and improvements, and strive to provide the best quality of education to our employees. Sustainable development topics are incorporated into various sessions to increase awareness, integrate these matters into our employees' thinking, and encourage their participation in Amdocs' sustainability strategy.

At the same time, Amdocs seeks to prepare youth for the future by teaching students about the digital world, and through participation in financial, digital, and English literacy courses. Education is a key element in our CSR strategy and as such, various partnerships have been established with NGOs and industry associations, and we are members of national education coalitions. While implementing numerous educational initiatives, we work with university students, teachers, school principals, and local organizations. We share our knowledge through mentoring and providing necessary equipment to schools to help improve the quality of education.



### SDG 5: Gender Equality

Closing the gender gap is a key focus area for Amdocs, and we continue to run and launch an extensive range of successful programs and activities, both internal and external. Examples include using real-time gender data in all our people-related processes as part of our strategic effort to grow women's representation; our Executive-sponsored groundbreaking Inspire program based on the UN's "He-for-She" movement; unconscious-bias training for managers, and many more.

External initiatives for promoting gender equality in our community include: leading and partnering in dozens of programs worldwide to encourage girls' STEAM education, designed to overcome gender barriers as early as junior high; mentoring and training female tech students each year; our unique "Start Early" online educational toolkit to attract girls to careers in tech, which is available in multiple languages; our corporate-readiness program for underprivileged women engineering students in India, and many other projects.



### SDG 8: Decent Work and Economic Growth

Amdocs, as a people-centric organization, is not only an employer that seeks to provide our employees with excellent working conditions and opportunities for growth and development, but also places great importance on expanding our efforts to the communities in which we live and work. We are guided by our Human Rights and Labor Practices Statement, which outlines our policy with respect to child labor avoidance, freely chosen employment, non-discrimination, employee privacy, a violence and harassment-free workplace with healthy working hours, decent wages and benefits, and more.

Through our Supplier Code of Conduct, we share these principles with our vendors and assist in their implementation. Amdocs strives to develop the skills and knowledge of all women and men, especially from underprivileged groups, and offer them the possibility of full and productive employment and decent work.

Our future employability projects include mentorship programs that cover topics such as math and science, life skills, digital literacy, technology programs for girls, scholarships for underprivileged students, and many more.



### SDG 9: Industry, Innovation and Infrastructure

At Amdocs, through innovation in our products, services and processes, we are contributing to the development of our industry and subsequently, supporting the development of others. Through partnerships with customers and the talent of our people, we design and develop the solutions that are required to power an increasingly connected society.

Digital infrastructure has spread rapidly and is allowing communities living in previously unconnected areas to join the global information society. However, in developing countries, digital infrastructure is more susceptible to man-made and natural disasters that can prevent communication and isolate communities. Due to climate change, the frequency and severity of these events are increasing, leading to a higher incidence of damage to mobile and broadband connectivity. Amdocs not only provides our communities with the technological capabilities to improve business operations but also supports industries in developing countries that are undergoing natural disasters.

During a super-typhoon in the Philippines, Amdocs together with Globe Telecom, successfully restored essential mobile and data services in under eight hours, giving back critical connectivity at a time when it was needed the most. Amdocs' solutions for Delivery and Managed Services (SmartOps) benefit global communities and ensure that even in extreme environmental conditions, people can remain connected and able to communicate with their loved ones.



### SDG 10: Reduced Inequalities

Around the world, a significant number of people do not have a bank account, not only because of general poverty but also due to fees, travel distances, and the paperwork involved. The lack of a bank account perpetuates a lack of equal opportunity.

At Amdocs, we have technological resources and skills to help reduce inequality and use digital innovation to transform economies and lives across the world. Amdocs' solutions for financial services allow our customers to help unbanked and underbanked people manage their finances, transfer money, shop, and pay bills using just their phones. Solutions like these open up extensive opportunities for previously unbanked or underbanked people who did not have access to financial services.

Amdocs also fights inequality through our extensive number of digital-inclusion projects, where we work to make technology relevant and accessible to everyone. We aim to contribute to building an inclusive digital society where no one is left behind, across all ages and socio-economic groups, from those in rural settings to our growing cities. One example of many is the 11,000 students who benefited from our digital-inclusion project in the Philippines which was developed and delivered by Amdocs volunteers.



### SDG 11: Sustainable Cities and Communities

We are committed to helping create a more interconnected, sustainable world, and work towards creating digital solutions that help tackle urban management of car emissions, a well-known contributor to the GHG emissions that destroy our atmosphere and prevent people from breathing clean air. Sustainability is integrated in our products and offerings, and our products strive to provide opportunities for the development of sustainable cities and communities.

As an example, Amdocs software solutions and products support the provision of key digital business systems and automation technology, enabling London's municipality to monitor highly polluting vehicles and prevent them from entering the new Ultra-Low Emission Zone in the city.



### SDG 12: Responsible Consumption and Production

Decoupling economic growth from resource use is one of the most critical and complex challenges facing our planet today. Society necessitates a blend of social and physical systems alongside technology, which has the potential to bring about a significant revolution in how businesses operate across worldwide value networks.

Amdocs' technological solutions, which include our network orchestration solutions and cloud operations, help our customers monitor and optimize their use of resources across physical, virtual, and cloud networks. Amdocs supports our customers and service providers in shifting away from more energy-intensive hardware to cloud-based services. At Amdocs, we also strive to maintain responsible consumption within our own operations and activities, through recycling practices, energy management systems, and optimization of our data centers.





### SDG 13: Climate Action

Each year, we experience record-breaking temperatures, as climate change continues to adversely affect the environment and every other goal related to sustainable development.

We want our people to enjoy a safe and healthy environment, and we support climate action in our operations, our product portfolio, and in our community projects. We undertake many environmental and climate change-related projects every year and integrate environmental thinking in the development of our software solutions.

Our product sustainability principles are designed to support climate action efforts, benefiting both our customers and the broader community. From the perspective of community projects, various initiatives by our Green Teams strive to increase the awareness and knowledge about climate change among both our employees and the communities with which we work. One example of our support for this SDG is our award-winning crisis-response efforts with Globe Telecom following a devastating super-typhoon in the Philippines.



### SDG 16: Peace, Justice and Strong Institutions

We are dedicated to promoting peaceful and inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable, and inclusive institutions. Our corporate governance encompasses a comprehensive approach, covering the allocation of duties and responsibilities throughout the company, management systems, and corporate policies. We have established a range of policies and statements aimed at cultivating a corruption-free and bribery-free working environment, ensuring the protection of human rights, and demonstrating a robust commitment to justice.



### SDG 17: Partnership for the Goals

At Amdocs, our entire model is based on partnerships with both internal and external parties. Through collaborations and partnerships with our customers, NGOs, units in the company, municipalities, our volunteers, and other parties, we strive to contribute to all SDGs and create significant impact.

According to the UN, as of 2022, there remains a connectivity gap between those in the developed and developing world. In the least-developed countries, broadband connectivity remains a privilege of the few, with only 1.4 subscriptions per 100 inhabitants. Amdocs strives to close this digital divide by collaborating with local partners to enable 4G and 5G networks to be rolled out across remote communities. For example, in Brazil, we've helped to deliver 4G connectivity to more than 600 small municipalities including public schools.

Amdocs is also working to connect people in more rural areas, empowering communities and building digital ecosystems, which then help to incentivize and encourage further investment opportunities.

## 1.3. Amdocs' ESG/CSR global governance structure



## 1.4. Stakeholder engagement

Amdocs is dedicated to putting people first, placing the interests of our stakeholders at the heart of all our activities. Our key stakeholders encompass employees, community members, customers, business partners, suppliers, shareholders, NGOs, and community allies, public-sector entities, and academic institutions in the areas we operate. Engaging with our stakeholders is pivotal to our ESG and CSR initiatives, ensuring they remain a crucial part of our operational procedures.

We view stakeholder engagement as a reciprocal relationship: we gain insights into the needs of our stakeholders, while they gain an understanding of our key focuses and objectives. This mutual understanding and trust not only fortifies our company but also enhances our ability to navigate non-financial risks more effectively.

Stakeholder	Engagement Approach/Method	Main Sustainability Topics
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Bi-annual (every two years) Organizational Health Index (OHI)</li> <li>• ESG Materiality Process</li> <li>• Continual engagement with Human Resource People Partners</li> <li>• Regular management town halls</li> <li>• Monthly Vlog by Head of People</li> <li>• Policies and procedures</li> <li>• iCOMMs – weekly company-wide communication (The MondayMail)</li> <li>• Amdocs Central (intranet portal)</li> <li>• Business Conduct Campaign training</li> <li>• Community / environmental volunteering programs</li> </ul>	Labor relations and compliance Human capital development Talent attraction and retention Ethics and integrity, diversity, equity and inclusion
<b>Investors</b>	<ul style="list-style-type: none"> <li>• Investor Relations unit</li> <li>• Amdocs.com</li> <li>• Annual financial reports</li> <li>• ESG Investors webinar</li> <li>• Annual financial webinar</li> <li>• Investor business update sessions</li> <li>• Quarterly earnings calls</li> <li>• Investors' ESG RFIs</li> <li>• Annual ESG &amp; CSR reports</li> </ul>	Climate change and GHG emissions Corporate governance Diversity, equity and inclusion Energy management Labor relations and compliance Talent attraction and retention, risk management

Stakeholder	Engagement Approach/Method	Main Sustainability Topics
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Continual communication with Sales and Services units</li> <li>• Amdocs.com</li> <li>• ESG Materiality Process</li> <li>• Annual customer satisfaction survey</li> <li>• Customers' ESG RFIs and RFPs</li> <li>• Annual ESG &amp; CSR reports</li> <li>• CSR initiatives implemented in partnership with customers</li> <li>• Collaboration on innovation projects</li> </ul>	Product value and quality Ethics and integrity Climate change and GHG emissions Energy management Digital inclusion Legal and regulatory management Diversity, equity and inclusion Emergency and occupational health and safety
<b>Supply Chain (Vendors)</b>	<ul style="list-style-type: none"> <li>• Continual communication with procurement teams and relevant teams receiving services/products</li> <li>• Amdocs.com</li> <li>• ESG Materiality Process</li> <li>• EcoVadis platform</li> <li>• Policies and procedures (Supplier Code of Conduct)</li> <li>• Annual ESG and CSR reports</li> </ul>	Responsible supply chain Risk management
<b>Communities/ Public</b>	<ul style="list-style-type: none"> <li>• Annual ESG and CSR reports</li> <li>• Social media</li> <li>• Collaboration with NGOs</li> <li>• Communication with CSR community leaders</li> <li>• Communication with CSR core team</li> </ul>	Community engagement and impact Diversity, equity and inclusion
<b>Sector Associations and Standards</b>	<ul style="list-style-type: none"> <li>• Annual reports</li> <li>• Participation in studies/surveys</li> <li>• Participation of Amdocs employees in committees</li> <li>• Participation in events and forums</li> </ul>	Digital inclusion Ethics Diversity equity and inclusion



## 1.5. Materiality assessment

At Amdocs, we recognize the profound significance of understanding and addressing the expectations and concerns of our stakeholders. A robust materiality assessment serves as a cornerstone of this endeavor, allowing us to identify and prioritize the environmental, social, and governance (ESG) issues that hold the most relevance to our business operations and stakeholder community<sup>1</sup>. This assessment not only reinforces our commitment to sustainable growth and responsible corporate conduct but also ensures that our strategies align with the global sustainability agenda. Our materiality assessment is reviewed annually.

### The Three-Step Determination Process

Our materiality assessment was reviewed in FY2023 to determine our long term ESG strategy and focus areas. Our Materiality Analysis is reviewed annually. The process followed three key steps:

#### 1. Evaluation of Topics

We regularly evaluate the list of ESG topics and their impact on Amdocs' business operations and our stakeholders based on:

- Methodologies of ESG ranking agencies such as S&P, Sustainalytics, ISS, Bloomberg
- International reporting standards (SASB and GRI)
- The UN's Sustainable Development Goals (SDGs)
- Investor and customer surveys
- Media analysis and corporate events
- Benchmarks and sector analysis
- Organizational health surveys
- National and International Legislations & Regulations
- Amdocs' strategy and corporate values
- Issues raised on the ethical hotline
- Customer' ESG requests

#### 2. Identification of Issues

Based on the findings of the materiality assessment, 20 issues were identified and categorized into four groups: Environment, Social, Governance, and Creating Sustainable Value. These issues were evaluated based on their respective impacts on the company, internal and external stakeholders, and their broader contributions to sustainability.

#### 3. Prioritization and Alignment

From the two dimensions of materiality – impact on the environment and society, and impact on Amdocs – we consider those nine issues that received consistent priority from our stakeholders as material. This analysis ensures that Amdocs' sustainability strategy and focus areas are positioned according to stakeholders' expectations. The identified issues are presented in alphabetical order, with the material topics illustrated in bold on the following page.

1. Our use of the terms "material," "materiality" and other similar terms in this context refers to topics that reflect our significant economic, social and environmental impacts or that substantially influence the assessments and decisions of a diverse set of stakeholders. We are not using these terms as they are used under the securities or other laws of the United States or any other jurisdiction, or as these terms are used in the context of financial statements and financial reporting.

## Results

Environment	Social	Governance	Creating sustainable value
<b>Climate change and GHG emissions</b>	Community impact and engagement	<b>Business ethics and compliance</b>	Customer experience and satisfaction
<b>Energy management</b>	<b>Diversity, equity and inclusion</b>	Bribery and corruption	<b>Digital inclusion</b>
Waste management	Employee health, safety and wellbeing	Competitive behavior	<b>Product sustainability and accessibility</b>
	Human rights	Corporate governance	Responsible supply chain
	Labor relations and compliance	<b>Data privacy and cybersecurity</b>	
	<b>Talent attraction, retention and development</b>	Public policy and advocacy	
		<b>Risk management</b>	

Issues	1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS
Bribery and Corruption								X			X					X	
Business Ethics and Compliance								X			X					X	
Climate Change and GHG Emissions											X	X	X				X
Community Impact and Engagement				X	X			X	X	X	X						X
Competitive Behavior								X			X					X	
Corporate Governance								X	X	X						X	
Customer Experience and Satisfaction								X									X
Data Privacy and Cybersecurity																X	
Digital Inclusion	X	X		X				X	X	X	X	X	X				X
Diversity, Equity and Inclusion				X	X					X							X
Employee Health, Safety and Wellbeing			X					X									
Energy Management							X				X	X	X				
Human Rights								X		X						X	
Labor Relations and Compliance	X							X		X						X	
Product Sustainability and Accessibility			X					X	X	X	X	X	X			X	
Public Policy and Advocacy																X	
Responsible Supply Chain			X		X			X		X			X				
Risk Management								X								X	
Talent Attraction, Retention and Development				X				X	X	X							
Waste Management											X	X	X				



## 2. Social

### A. Our people

*Enriching the lives of our employees by striving to provide a people-centric work environment.*

At Amdocs, our employees are central to every aspect of our operations. Our people-centric approach prioritizes a nurturing and welcoming atmosphere that empowers our team members to excel. We focus on developing leadership skills, embracing diversity and inclusion, fostering the wellbeing of our employees, and boosting their career development and sense of fulfillment.

Amdocs' most recent organizational health survey, conducted in 2022, showed a significant improvement in employee engagement levels, placing us within the top decile according to the Organizational Health Index (OHI) benchmark established by McKinsey.

Over the last few years, we doubled our investment in leadership capabilities at all levels, introduced flexibility as a cornerstone of our wellbeing philosophy by launching the 'Vacation without Limits' policy as well as formalizing our hybrid work model.

In addition, we have accelerated all career growth engines, focusing on reskilling and upskilling programs and internal mobility, and introduced the ESPP (Employee Share Purchase Plan) to enhance employee-connection to company success and to promote a sense of purpose.

With the growing adoption of GenAI, we are also enriching the employee experience by leveraging our amAlz framework (for more information see section 4.3) to build a 'PeopleGPT' application for employee inquiries. While historically, employees needed to locate policies, guidelines, or articles across a variety of internal portals and platforms, this new platform will allow employees to ask organization and policy-related questions in natural language. PeopleGPT will then source, aggregate, and formulate a response based on the employee context – for example, their geographic location, applicable policies, etc. This removes the need to search and makes information more accessible, creating organization-wide efficiency and improving employee experience.

# Transformation Journey

## Employer Brand

Our Employer Brand and Employee Experience strategy are pivotal in retaining our invaluable talent and attracting the finest individuals to Amdocs.

By gathering insights from our people, we have distilled the essence of what makes working at Amdocs truly special. We have defined and articulated our proposition to employees and how it manifests in our everyday operations. After a thorough process, we identified four key pillars that encapsulate our approach:



### MAKE AN IMPACT

Be a part of an organization that connects billions of people worldwide, helping advance society, and creating a more inclusive and connected world.



### GROW YOUR CAREER

Constantly reinvent yourself and follow your passions. We are committed to creating an environment in which you can thrive, explore new options, and advance your career.



### THRIVE THROUGH FLEXIBILITY

We are committed to flexibility – in how you learn, how you develop yourself, how and when you take time off to recharge, and how you balance your work and life.



### CONNECT WITH PEOPLE

Together, we are stronger: Regardless of who you are or where you come from, you belong here. We are dedicated not only to achieving our goals but also to supporting one another every step of the way.

## Employee Experience

### Our Vision

Create an amazing Amdocs experience for all of our people, no matter who or where they are.

### Strategic Objectives (pillars)

**PEOPLE CENTRIC** – Being heard, seen, connected & supported everywhere sense of belonging.

Enjoying a top-notch **DIGITAL EXPERIENCE** with a "human touch" feeling allowing a seamless & easy navigation.

Having an **AMAZING EXPERIENCE ACROSS ALL SITES** (as well as small/customer sites and acquired companies) by enjoying both our global employee experience strengths and at the same time personalized and flexible experiences.

Being excited and feeling proud and **WOW CREATED MOMENTS**.



### HR4U

In our ongoing commitment to enhancing employee experience, we are bolstering our business operations to provide timely and reliable access to HR services for our global workforce.

Utilizing advanced technologies and AI, we aim to enhance operational efficiency and prepare for the future of work. Our goal is to revolutionize HR services, ensuring global efficiency and delivering innovative solutions that elevate service delivery and employee experience.

In FY2024, we launched the Amdocs HR4U portal, a centralized service platform designed to offer accessible content and support to every employee. HR4U simplifies the user journey by enabling employees to find answers with just a click. This intuitive portal features a user-friendly interface, empowering our workforce to effortlessly navigate various HR-related topics.



## Navigator: A seamless AI solution for employee needs

At Amdocs, we continuously strive to building people centric workplaces, and we are dedicated to meeting our employees' needs efficiently and effectively. Developed/Designed in house by Amdocs, our platform, Navigator, leverages AI to create a unified digital navigation experience. This platform provides seamless access to knowledge and corporate services, making it easy for employees to find answers quickly. Whether it's a simple question or a multi-step journey, Navigator is here to assist our valued employees, ensuring they have the support they need at their fingertips.



## 2.1. Diversity, equity and inclusion



### 2.1.1. Management approach

We take pride in our globally diverse workplace, a powerful mix of talents that underscores the importance of diversity and inclusion as pillars of our success.

**We are a PEOPLE CENTRIC company; we take care of our people. This makes us a place that brings out the best of our employees.**

We advocate for a culture of respect and equality, believing that empowering our employees to express their authentic selves is essential for fostering collaboration, creativity, and teamwork. This openness is vital for their wellbeing and plays a pivotal role in our achievements.

An inclusive work environment, we believe, generates both ethical and competitive advantages, crucial for our global company's success. Diversity not only helps us meet our business goals but also makes a positive impact on the community. In essence, teams with diverse backgrounds and perspectives consistently outperform others.

#### CONNECT WITH PEOPLE

**Together, we are stronger: Regardless of who you are or where you come from, you belong here. We are dedicated not only to achieving our goals but also to supporting one another every step of the way.**

Amdocs is dedicated to creating equal opportunities both within and beyond our organization. As an equal-opportunity employer, we are committed to recruiting, developing, and retaining the most talented individuals from a varied pool of candidates. We view this not just as a critical business strategy but also as a commitment to human dignity and progress.



Our comprehensive approach to increasing diversity, equity, and inclusion at Amdocs is based on three important aspects that all intertwine to ensure our success:

- **Representation:** We are continuously working to enhance representation by expanding our intentionally diverse hiring practices and increasing visibility in our communications and content. We also engage our communities through various initiatives to foster a more inclusive environment
- **Inclusion and Belonging:** We are consistently advancing our inclusion practices and the education of our managers. This includes launching more awareness campaigns and expanding our Employee Networking Groups (ENGs) to create a sense of belonging and support for all employees

- **Equity:** At Amdocs, we are committed to fostering equity by implementing and enhancing pay-equity mechanisms and gender calibration across all people processes

This commitment encompasses promotions to senior roles, bolstered by innovative tools like Amdocs' unique real-time Gender Managerial Dashboard. This dashboard monitors female representation throughout Amdocs' human capital processes, including promotion cycles, salary revisions, and performance management. By ensuring that everyone receives the support they need, we aim to create true equity

Our goal is a workplace where all employees experience fairness without needing special support or accommodations because the root causes of inequity have been addressed and eliminated. We strive to remove systemic barriers to ensure a truly equitable environment for all. For our commitment and policy, please read [5.7.3. Commitment to diversity, inclusion and non-discrimination.](#)





## 2.1.2. Executive sponsorships



Sponsor for gender diversity:

**Tamar Rapaport-Dagim**  
Amdocs CFO & COO



Sponsor for North America diversity and inclusion framework:

**Anthony Goonetilleke**  
Group President of Technology & Head of Strategy



Sponsor for LGBTQ+ inclusion:

**Raman Abrol**  
CEO Vubiquity & GM Amdocs Media Products



Sponsor for inclusion of people with disabilities:

**Nira Erez**  
Head of Global Operations



Sponsor for ethnic diversity in Israel:

**Harel Givon**  
General Manager of Amdocs Israel Division  
President, EMEA, India & Vodafone Global

## 2.1.3. Managerial education on inclusive leadership and unconscious bias

Our commitment to diversity and equality is also reflected in our investment in managerial education. We provide diversity training for managers and team leads, focusing on unconscious bias and practical inclusivity strategies. In FY2024, this training was integrated into managerial courses, reaching 150 managers globally. Additionally, 500 managers underwent inclusive leadership training. We also offer training on fairness and bias elimination in hiring. From FY2023, we introduced an annual mandatory learning module on unconscious bias for all employees and managers.

## 2.1.4. Promoting diversity from the roots – our recruitment practices

We understand that fostering diversity and inclusion is a multi-step process. By encouraging girls, as well as children from diverse backgrounds, to choose STEAM subjects, we aim to increase the number of women and diverse candidates submitting resumes, ultimately enhancing our candidate pool, and improving our recruitment success. While the impact may take a few years to manifest, we place significant importance on the long-term benefits for our organization and society.

To ensure high-quality candidate detection and minimize bias, we employ several strategies:

### 1. Bias-free recruitment:

- Our recruitment system conceals gender and diversity affiliations from our Talent Acquisition team to reduce bias
- The HARMONY system hides gender information from recruiters and actively encourages female employees to apply for various positions

### 2. Internal and external recruitment:

- We focus on both internal mobility and external recruitment to diversify our talent pool
- We run dedicated internship programs for individuals of Ethiopian origin in Israel and for people with disabilities. These programs also target women and other diverse groups

### 3. Collaboration with associations:

- We collaborate with associations that promote diverse populations, assisting their members in applying for our open positions

Our workforce mirrors the multicultural nature of our society, comprising individuals from diverse nationalities and cultures. From the outset of our recruitment process, we emphasize promoting diversity, particularly gender and ethnic diversity in technology-related roles.

## 2.1.5. Gender diversity

At Amdocs, we believe gender diversity is crucial to our identity, creativity, and product development. The communications industry has traditionally faced challenges attracting women, so we realize that our goal to increase the representation of women is an ambitious one. However, we are already seeing an improvement thanks to our multi-layered approach to achieving gender diversity:

**Leadership** commitment and **champions**

**Targets** and **measurements** – making it visible

Strong **calibration** in moments of truth & HR processes

Long term **career development, flexibility** and **role modeling**

**Proactive recruiting** of women for roles with low representation

**Professional development** programs, **networking** and **mentorship**

**Managerial education** on inclusive leadership and unconscious bias

**Start early!** STEM education for girls

### 2.1.5.1. Programs

Amdocs' journey towards gender diversity and equity has involved empowering initiatives both internally and externally. Our CSR efforts include STEM programs for young girls and empowering women in universities and colleges, fostering inclusivity.

Internally, we are developing our women employees through targeted programs, aiming for 50% representation in our workforce, including managerial and decision-making roles. Driven by our commitment to an inclusive, positive atmosphere without exclusionary practices, we strive to achieve equal pay and create a thriving workplace for all.

#### CSR activities:

Our dedicated employees actively participate as volunteers, mentors, judges, and speakers, inspiring and motivating participants to pursue STEAM education and careers.

#### Mentorialia (North America)

Mentorialia is a mentorship program designed to support girls' projects related to STEAM (Science, Technology, Engineering, Arts, and Mathematics). The program offers guidance and resources to help young girls develop their skills and interests in STEAM fields.

#### Technovation (Mexico)

Technovation is an annual competition focused on empowering girls in technology. Girls from different schools are taught to create solutions for social problems using technology and develop these solutions into social business models. Amdocs has been working with the Mexico chapter of this global competition for four years, fostering innovation and entrepreneurship among participants. For more information, visit the Technovation Challenge website.

### **AGAM Project (Israel)**

Amdocs, in collaboration with the SHIFT community, developed the Cyber Education Program to increase the number of girls choosing to study technological subjects in high school. The program introduces schoolgirls to the world of cyber, high-tech, and networking – aligning with our strategy to cultivate the next generation of women in high-tech, reduce digital gaps, and create a diverse future workforce.

In 2023, approximately 30 girls participated in this initiative, learning programming and various soft skills such as public speaking, project management, and more.

### **Campus readiness & employability skills (India)**

The Lila Poonawalla Foundation (LPF) collaborates with Amdocs expert trainers and corporate partners to conduct campus readiness workshops for young women. These workshops aim to improve interviewing skills, resume writing, and group discussion. The program ensures that participants from non-academic backgrounds learn valuable skills such as Big Data, AI, and interview techniques.

### **Future Holders (Israel)**

This program brings together Jewish and Arab girls to learn about AI and its applications for environmental conservation. Amdocs employees engage with the participants, exposing them to technological career opportunities and inspiring them to reach for the sky. The program fosters cognitive change in society and contributes to the safety and empowerment of the participants.

For more information on our other gender diversity programs, please refer to section [2.7.1.2 Promoting Gender Equality in STEM](#).

### **Recruitments efforts:**

#### **Talent Magnet and W-Connect (India)**

This thought leadership series aims to create a positive impression among women about the latest technology, nurture talent, foster innovation, promote diversity, enhance brand visibility, and contribute to the overall growth and success of the tech industry. Sessions are delivered via social media, including live podcasts on LinkedIn and YouTube.

### **Internship Program (CALA) & W-Internship (India)**

To address the underrepresentation of younger women in key positions within Amdocs' CALA and India branches, programs have been developed to enable their promotions to technical roles. These women will eventually be eligible to join Amdocs, with current female employees mentoring them. The initiative exposes participants to technical activities, supports them in decision-making, and provides role models, following the principle "you cannot be what you do not see".

### **Relaunch Your Career with Amdocs (U.S.)**

Recognizing that diversity and varied life experiences enhance R&D, team collaboration, understanding, and innovation, the "Relaunch Your Career with Amdocs" program supports mid-career professionals rejoining the workforce after a break. It offers full-time, direct-hire opportunities with supportive hiring managers and additional training to update technical and professional skills. In the first cycle, a 90% hiring rate was achieved. Future cycles will continue in the US and expand to APAC, India, Cyprus, and Mexico. [Read more here.](#)



### Lotus Hub (Israel)

Amdocs is proud to partner with Lotus Hub to promote Druze women's employment in tech. Lotus Hub addresses traditional challenges, offering Druze women full-stack development training and employment within the villages in which they live. This initiative enables participants to join the Israeli tech industry without leaving home. Amdocs was one of the first employers to support and hire from the initial cohort.

### Employee development

#### The W-Factor (India)

In FY2022, Amdocs India launched the "W-Factor," a unique program designed to promote gender equality. This initiative involves a contest among various Amdocs units, focusing on gender diversity parameters such as women's hiring and promotion rates. Quarterly leadership discussions are held where leaders review data from all units and share best practices and success stories. Each unit is supported by their India Diversity & Inclusion Partner to develop interventions tailored to their specific

needs and opportunities. At the end of the year, an award ceremony recognizes winners in each contest category, along with a rotating trophy for the unit with the overall best performance. Following the program's success, Amdocs plans to expand it to more countries worldwide.

### BECOME

The BECOME program aims to identify and nurture high-potential female talent within Amdocs for leadership roles. It begins with an open call for all interested women in the company. Nominees then participate in exposure sessions to gain a clear understanding of leadership and customer-facing roles. Following these sessions, participants' interests are assessed, and those selected are provided with upskilling opportunities, mentoring, and new career prospects.

#### 2.1.5.2. Women in leadership roles

In addition to our overarching initiatives to enhance the representation of women at Amdocs, we place particular emphasis on increasing women's presence in managerial and leadership roles. To achieve this, we have devised a targeted action plan. We implement various programs at both the business unit and regional levels aimed at identifying, supporting, and advancing

women within the organization. This progression ranges from entry-level positions to team leadership, and from leading a team to managerial roles. Within this framework, notable programs include:

- **India's flagship leadership program for women:** Build Your Leadership Voice focuses on team leads on the path to becoming managers
- **Women of Amdocs Technology:** This is the leading program for Amdocs' R&D division. It includes various components such as networking sessions for women, leadership connects, and a specific focus on women's progression
- **Business units' HR initiatives:** HR identifies women with growth potential and provides them with the exposure and opportunities needed to advance to the next level. We also implement gender calibration in people-related processes to ensure fair performance evaluations and promotion decisions

## Senior management:

### Build your Leadership Voice (India)

The Build Your Leadership Voice (BYLV) program targets women team leads on the path to becoming managers, focusing on building confidence, assertiveness, and self-esteem. By providing essential leadership skills, BYLV prepares women for higher-level roles, addressing the common hesitation women may feel in seizing opportunities compared to men. This year, four batches of the program empowered 92 women team leaders across Amdocs India, an increase of 30 participants from FY2022. This initiative bridges the confidence gap and fosters future leaders within the organization.

### INSPIRE Program

INSPIRE is Amdocs' long-term leadership program aimed at closing the gender gap. Established in 2017 and sponsored by Tamar Rapaport-Dagim (Amdocs CFO and COO), INSPIRE was inspired by the UN's 'HeForShe' movement, which advocates for systemic and intentional change. Our program excels at attracting, retaining, and empowering women by selecting existing leaders to become agents of change. Learn more about INSPIRE [here](#).

### 2.1.5.3. International Women's Day Campaign 2024

The gender gap in AI adoption is a significant issue, leading to biases within GenAI products trained on large datasets. When these datasets lack diversity, the resulting models often fail to be inclusive. At Amdocs, we are acutely aware of this disparity and are dedicated to driving change.

Our core message for International Women's Day is that women are leading the charge in technology through their innovation and experimentation. By engaging with GenAI, we become more than just users; we become active contributors to its development and a crucial part of shaping its future.

In March 2024, Amdocs celebrated the achievements of women, emphasized gender diversity and inclusion, and inspired future women leaders in technology through a series of impactful events:

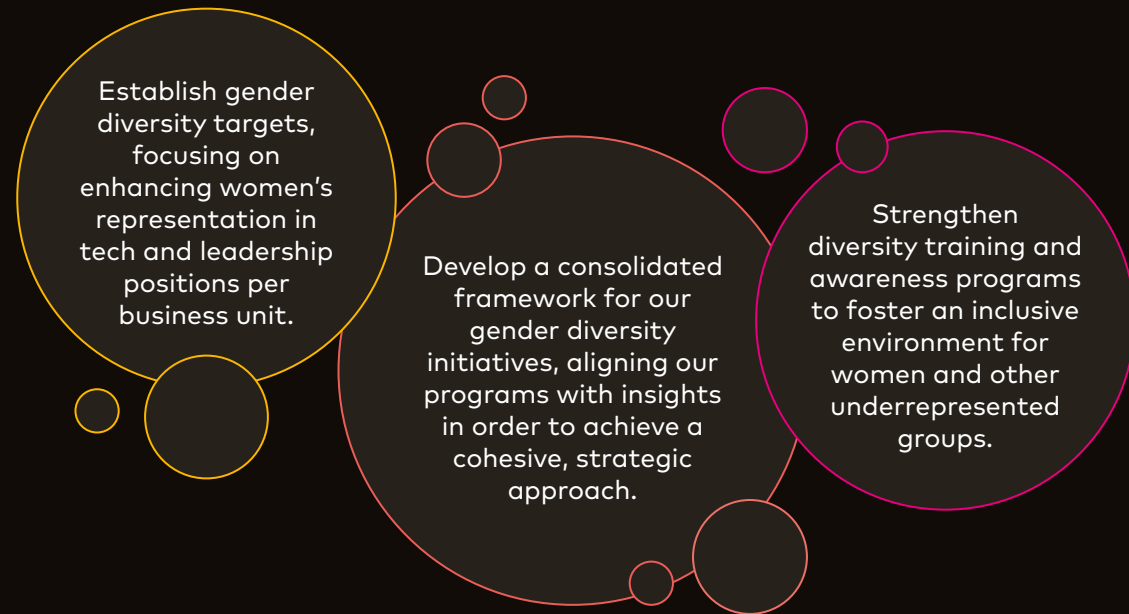
- **Internal workshops:** Led by female leaders at Amdocs, these sessions focused on promoting equality in GenAI, aiming to educate and motivate employees toward narrowing the gender gap in this emerging field. The initiative included over 30 face-to-face and virtual events, engaging more than 3,000 employees

- **GenAI Toolkit / Yes, We GEN:** Designed for children and NGOs, this toolkit incorporates a variety of educational materials and activities to introduce young girls to GenAI, encouraging them to explore technology tools and careers in further future. Participants and volunteers both use the toolkit: participants gain access to our public site, while volunteers, through CSR initiatives, use the toolkit to offer sessions to children worldwide. These sessions not only promote GenAI as a transformative technology but also emphasize the critical importance of achieving gender diversity within the field. By doing so, we aim to inspire and educate the next generation, fostering a more inclusive and equitable technological landscape
- **Digital exhibition:** An exhibition of AI-generated artwork featuring influential women was created, merging art, technology, and gender equality, with 30 digital pieces produced by GenAI
- **Social media campaign:** To increase awareness of gender diversity and inclusion, Amdocs initiated a social media campaign, spotlighting women's achievements, and contributions within the company

#### 2.1.5.4. Targets for the year 2025

In FY2023, at Amdocs we significantly enhanced our gender diversity strategy by refining our approach to setting diversity targets. Looking ahead, instead of limiting these targets to a company-wide level, we will adopt a more granular approach, focusing on individual business units. Additionally, we will extend our strategy to include regional targets for India and Israel, setting specific goals for different units within these regions. This is particularly vital in India and Israel due to the presence of specific minority groups, underscoring the need for targeted efforts.

This change offers a crucial advantage: assigning targets at the unit level fosters a sense of ownership among the units, encouraging them to take direct responsibility for achieving their diversity objectives. Therefore, we extend our goal of growing the representation of women to 37% by 2025. As we continue our efforts and extend our timeline, we remain committed to achieving our gender representation targets.



### 2.1.5.5. Female representation in our company

Our global representation of women remains steady at 32.7%, with an increase in the proportion of women in managerial roles, now reaching 25% of the total workforce. Additionally, our voluntary attrition rate has decreased significantly, particularly among employees in their first year with the company.

#### Regional disparities and opportunities

- Some regions and units have achieved notable progress, such as Israel, where women's representation has risen to 45% in FY2023
- This success underscores our strategic emphasis on effective diversity initiatives in critical departments
- We recognize opportunities for improvement in regions such as South America and APAC, where women's representation remains below 25%
- Although this exceeds the tech industry average in those regions, we aim higher, presenting a chance to enhance our diversity efforts and achieve greater gender balance

#### Addressing the managerial gender gap

- We are proud to acknowledge our commitment to improving gender diversity in managerial roles
- While women currently represent 33% of our total managerial workforce in FY2023, we see this as an opportunity to strengthen our efforts in promoting female talent into leadership positions
- In our branch in Israel, women make up nearly half of our overall workforce, with 37% in technological roles and 39% in management positions
- These numbers are notably higher than the averages in the Israeli hi-tech industry, and we are committed to furthering this progress

#### Professional tools programs

- In addition to the initiatives mentioned above, we implement various programs to provide women in the company with tools for their professional advancement, foster social and professional relationships, and promote them to management and senior positions
- These programs include a women's promotion and mentoring program in Cyprus, a professional advancement program for women in Canada, and roundtable discussions in India
- Collectively, these initiatives have a significant and positive impact on both women and our company



	FY2021	FY2022	FY2023
Women share of total workforce	32%	33%	33%
Women in all management positions, including: junior, middle and senior management (as % of total management workforce), including Team Leaders	25%	25%	25%
Women in junior management positions. i.e. first level of management (as % of total junior management positions)	26%	31%	32%
Women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as a % of total top management positions)	27%	27%	27%

**In total:**



in software testing company-wide are women



of product managers and owners are women



of technology roles are held by women

**Among new hires:**



of new technology roles hires are women



of new software-testing hires are women



of our tech-graduate population are women

### 2.1.5.6. Pay equity

#### Action Plan

Amdocs strives to be an equal-opportunity employer – and not just in words, but in our actions. Promoting and striving to ensure equal pay is of the utmost importance to us as a company and is one of the cornerstones of our diversity and inclusion strategy.

We have been intensively engaged in reviewing and measuring equal pay across all genders worldwide. While doing so, we take into account factors such as location, role, seniority level, and the relevant business unit. We are aided by innovative tools that we developed specifically for this purpose. This review plays a pivotal role in our commitment to being an equal-opportunity employer with equal pay.

Our focus and efforts in ensuring equal pay include:

- Increasing awareness and training for managers
- Providing internal tools for managers and leaders that support their review and decision-making processes when considering compensation changes or payments to employees
- Real-time gender views in all compensation dashboards
- Gender pay equity guidelines in all C&B policies
- Real-time gender calibration of annual performance and compensation processes

We are committed to continually reviewing our organization and action plan while creating the relevant mechanisms and processes to promote equality wherever we are located. This includes constantly designing additional practices to reassure equality during different “moments of truth” in an employee’s lifecycle such as entry offers, promotions, salary revisions, performance evaluations and bonus allocations.

Additionally, since June 1, 2022, we are publishing an annual gender pay equity report for Amdocs Israel, in compliance with Israeli legislation.

## 2.1.6. Employee networking groups

At Amdocs, we recognize the increasing impact of Employee Networking Groups (ENGs) in providing a sense of connection and belonging. We have several such communities and are committed to promoting the development of additional ones.

We have also launched a training program for ENG leaders as an investment in these exceptional individuals. By taking on leadership roles in addition to their day jobs, they become pivotal in fostering inclusivity and belonging within our organization.

Key to the ENG initiative is the safe space it enables, providing a forum where people can come together based on shared identity, and discuss matters that influence their day-to-day experiences at work. Employee networks provide support, enhance career development, and contribute to personal development in our diverse work environment.

Our ENGs work on 3 levels:

- Planning activities and growth opportunities for group members
- Creating visibility and education opportunities for the entire Amdocs population and allies through campaigns and training

- Developing volunteering and community engagement opportunities outside Amdocs to promote inclusive education and future employability for diverse populations

Our ENGs also serve as pivotal platforms for promoting diversity, inclusion, and employee well-being. Here is an overview of our active Employee Networking Groups:



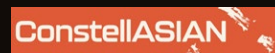
**Black Professionals Employee Networking Group (BPENG):** Operating in North

America, BPENG is dedicated to supporting the cultural and professional development of Black and African American employees within Amdocs.



**Nexos:** This is Amdocs' Hispanic Professional

Employee Networking Group, also based in North America, aiming to enhance the professional growth and cultural understanding of Hispanic employees.



**ConstellASIAN:** A community

of Asian employees in North America, supporting Asian American Pacific Islander (AAPI) individuals.



**Amdocs LGBTQ+ Network:**

Spanning across Latin America, North America, EMEA, Israel, India, and the APAC region, this network supports LGBTQ+ employees and allies, fostering an inclusive community.



**Arab Employees' Community in Israel:** Focused on promoting cultural awareness and future employability within the Arab society in Israel, this group plays a crucial role in enhancing diversity within Amdocs.



**SHERoes:** An employee networking group operating in Mexico, focusing to empower women, facilitate

networking, and explore relevant topics that contribute to professional careers and personal development.



**Amdocs Women Network:** A global initiative offering

networking, mentoring, and professional development opportunities for women.



**Amdocs Israel's Caregivers' Community:**

Designed to support employees caring for elderly parents, sick family members, or children with special needs, providing them with a network of support and information on rights utilization.



**Young Professionals' Community:**

Currently active in Israel and Cyprus this community aims to connect young professionals at Amdocs, enhancing their sense of belonging and well-being.





Each of these ENGs aligns with Amdocs' mission to foster diversity and inclusion, thereby exerting a progressive influence within the company and beyond.

In March 2024, we launched a training program for community leaders. Using the operating manual we created for working with employee communities, we identified leaders through a company-wide call and conducted an 8-session training program. At the end of the training, each ENG leader was required to develop an annual plan, including goals, strategies, and budget requests. These plans will be presented to the professional cabinets in each region and the executive sponsor for each topic. The work plans reflect a wealth of professional knowledge in community building and collaboration with partners, as well as with marketing, recruitment, and HR teams.



## 2.1.7. Ethnic diversity

Our people come from many different nationalities and cultures, and we strive to reflect the multicultural society within which we operate.

### 2.1.7.1. Our North America Diversity & Inclusion Framework

In the United States, our diversity & inclusion framework includes:

- A focused effort on diverse hiring and specifically graduate hiring as part of our global boundless talent acquisition diverse-hiring initiative, which includes targeting career fairs in historically Black colleges and universities, as well as Hispanic-serving colleges
- A data-update campaign that enables our employees to choose to identify themselves according to a range of diversity parameters in the Amdocs HR system
- Focusing community relations and volunteering efforts on projects that impact diverse ethnic groups
- Learning journeys for managers around the topic of race at work, as well as regional quarterly diversity and inclusion educational sessions

- Focused awareness campaigns around Black History Month, Hispanic Heritage Month, and other relevant calendar dates, led by our employee networking groups, which drive both the content and agenda of these campaigns

### Martin Luther King Day

Amdocs has embraced Dr. Martin Luther King Day as an official company-wide holiday across the US, honoring his enduring legacy of justice, service, and equality. In alignment with Dr. King's profound commitment to community service, the Amdocs Black Professionals Employee Networking Group (BPENG) is dedicated to advancing these values within our communities through a series of volunteering initiatives and awareness sessions.

### Black History Month

Each February, we commemorate Black History Month, a time dedicated to recognizing the significant contributions and legacy of African Americans throughout history. This period offers a chance to explore the rich heritage of African-American culture deeply.

Our celebration includes awareness sessions, interactive employee participation activities, and community outreach centered on STEAM (Science, Technology, Engineering, the Arts, and Mathematics) for children.

### Honoring Hispanic Heritage Month

Amdocs celebrated Hispanic Heritage Month from September to October 2023, during which we honored all the Hispanic-American champions whose achievements and contributions continue to serve as an inspiration to others.

In FY2023, we also hosted a panel on Diversity in Leadership with participants from within Amdocs joined by those from Cox Communications and NBC Universal Telemundo.

### Asian and Asian-Pacific Islanders Heritage Month

Also, this past year, we marked Asian and Asian-Pacific Islanders Heritage Month, celebrating with a series of engaging podcasts presented by the ConstellASIAN ENG. We also held a variety of activities for the ENG community, designed to highlight and celebrate the richness of Asian culture.

### 2.1.7.2. Ethnic diversity in Israel

We are proud to be one of Israel's leading tech employers for individuals from the Arab society, Israel's largest national minority, which faces significant representation challenges in the tech sector. Our dedication to diversity has earned us a Platinum rating from the [Maala](#) organization.

The Arab society, Israel's largest national minority, faces significant representation challenges in the tech sector. Our membership in the Collective Impact Partnership for Arab Employment underscores our commitment to addressing this issue. We have implemented targeted hiring initiatives, including bootcamps, training programs, targeted advertising, and inclusive hiring practices specifically designed for the Arab community.

Our office in Nazareth, which is the largest Arab city in Israel and a significant center for the northern region, strategically supports the integration of Arab engineers into our workforce. It is important to note that our Arab employees are spread across various locations, not just in Nazareth. Yet, Nazareth serves as a shining example of all religions working together harmoniously.

In 2023, 8% of our employees in Israel were Arabs, significantly higher than the tech industry benchmark of 3%. Additionally, 12% of our new hires in Israel were from the Arab society.

In 2023, we also conducted a Corporate Units Bootcamp for Israelis of Ethiopian origin, another community underrepresented in tech. In this community, only 7% people work in roles requiring an academic background (as opposed to the benchmark in Israel, which is 31%). The bootcamp seeks create a candidate pipeline, allowing Amdocs to recruit most suitable candidates, while removing professional and personal barriers in hiring Israelis of Ethiopian origin, and providing them with professional tools and skills for the current and future market. To date, Amdocs has successfully recruited 20% of bootcamp participants.



## 2.1.8. People with disabilities

With over a billion people worldwide facing discrimination due to their disabilities, in today's interconnected world, technology serves as a powerful enabler of inclusivity and empowerment.

At Amdocs, we believe in harnessing technology to create positive change.

Amdocs has implemented a specially designed framework for people with disabilities encompassing the following main components:

- **Awareness:** To promote awareness, we conduct regional sessions and special training for managers. Each year, we mark the International Day for Persons with Disabilities on December 3 with a global awareness campaign that includes internal sessions for our employees
- **Hiring:** We collaborate with specific NGOs focused on sourcing efforts in Israel, and India

Our dedication to fostering an inclusive environment and supporting individuals with disabilities is not just a commitment but a continuous journey. Digital solutions can break down barriers and provide unprecedented opportunities for inclusivity. Here are some examples:

- **Product accessibility:** We strive to adopt inclusive design principles in the development of our products with the goal of improving accessibility for a diverse set of end users, irrespective of their abilities
- **Digital accessibility solutions:** As part of our Tech for Good platform, our ongoing efforts to develop innovative apps are aimed not only at addressing specific needs but also at empowering individuals with disabilities





We also understand the importance of providing people with disabilities with a platform for their voices to be heard and for their experiences to shape our approach to inclusivity. Encouraging employees to participate is vital to shaping a more inclusive workplace. Whether they have a disability or wish to contribute as an ally, their presence and input are highly valued.

For example, this year, we formed a **People with Disabilities Community**, a platform designed to create a supportive space for sharing experiences, insights, and knowledge, and shape our inclusive initiatives. It is an effort to unite in action and build a community where everyone feels empowered and celebrated.

Furthermore, in Israel, we have implemented several initiatives that have significantly contributed to creating a more diverse and inclusive workforce:

- 1. Parental support ENG:** We hosted an Employee Networking Group (ENG) for parents of children with disabilities. This initiative involved about 30 employees who participated in a unique workshop designed to provide them with tools to enhance their well-being, foster a sense of community, and facilitate the sharing of knowledge and experiences.
- 2. Community volunteering:** Our teams engage in volunteering activities at Kfar Idud, a village in Israel for residents with disabilities. This setting offers an excellent opportunity for team-building exercises. Kfar Idud provides various employment options for its residents, including sheltered employment. Our volunteers contribute by assisting in tasks like product packaging or working in the plant nursery alongside the residents. Additionally, we support the village economically by purchasing plants from their nursery for our employees. In Cyprus, for over 15 years we have been supporting the Theodokos Foundation, a safe place for people with mental disabilities. Thanks to Amdocs' efforts and support, the foundation's facilities have been significantly improved to a widely accepted standard. From providing furniture and clothing to painting the walls, we have helped enhance the environment for the residents.
- 3. Tech4all Recruitment Program:** This pioneering recruitment initiative targets individuals with disabilities, particularly those on the autism spectrum, aiming to integrate them into technology roles. A collaboration initiative between Amdocs, the Israel Innovation Authority, and the "Ro'im Rahok" association, Tech4all offers training, practical work experience, mentorship, and emotional support. The inaugural cohort started with 23 participants, marking a significant step towards the inclusion and empowerment of people with disabilities in the technology sector.



## 2.1.9. LGBTQ+ inclusion

Our LGBTQ+ inclusion global framework was developed in collaboration with LGBTQ+ employees worldwide. It includes:

- Networking groups for LGBTQ+ employees and allies by region
- Regional training for HR professionals and managers on LGBTQ+ inclusion
- Reviewing vendor policies for employee benefits to ensure inclusivity
- Developing community impact and volunteering channels with LGBTQ+ organizations
- Implementing a gender-neutral parental leave policy that also covers adoption and surrogacy

Pride Month in 2023 at Amdocs centered around equality, a principle deeply embedded in our corporate ethos. We champion this cause not just during Pride Month but throughout the entire year, advocating for LGBTQ+ inclusion both within and outside our organization. This commitment is demonstrated through our support of LGBTQ+ NGOs, conducting inclusion training sessions for managers and HR, and offering platforms for our LGBTQ+ employees to unite and effect change within our company and in society at large.

The engagement in Amdocs' Pride Month 2023 activities was remarkable, driven by our dedicated employee networking groups:

- Achieved email open rate 75% of our employees to the kick-off message by our executive sponsor, Ilan Sade, Division President
- Delivery of Internal Pride talk show for one more year to our employees
- Hundreds of employees participated in designing "PRIDE t-shirts" and through competition the best two designs were selected. The "winning" employees decided in which LGBTQ+ NGO Amdocs would donate a supportive amount for their missions
- Approximately 1,000 employees attended educational sessions on LGBTQ+ inclusion across the globe
- We also saw group participation and sponsored pride parades in cities around the world, including Dallas, Washington DC, Guadalajara, London and Tel Aviv

In year 2024, we welcomed Raman Abrol, CEO Vubiquity & GM Amdocs Media Products, as a new sponsor, who has pledged support in our ongoing efforts to foster a workplace environment where everyone is valued, respected, and empowered to succeed.



## 2.2. Employee engagement and wellbeing



Amdocs is committed to looking after our employees' wellbeing by investing in people-centric relationships that cultivate a healthy, respectful, and nurturing environment, offering flexibility, and fostering teaming and belonging. We believe that wellbeing in a people-centric organization is a continuous journey that requires us to listen to our employees, be attentive to their needs, and provide the right framework and platforms to allow them to thrive.

Amdocs has expanded and adjusted our employee wellbeing program to fit the changing situation in different parts of the world. Consequently, it is important for us to have the combination of a global wellbeing framework and strategy combined with a regional wellbeing structure with local wellbeing managers in each Amdocs region. Operating within the regional framework helps us build a more targeted offering with an overall better employee wellbeing experience.

### Global presence

As a global company with employees in approximately 90 countries, providing a consistent employee wellbeing experience is crucial. Our global wellbeing team, supported by regional wellbeing managers in each Amdocs region, ensures we stay close to our employees' locations and operate within regional frameworks to maintain this consistency. This approach allows us to build targeted offerings, maximize resources, and enhance the overall employee wellbeing experience.

Additionally, as a unified global team, which enables us to have a comprehensive global view, we can create and implement global programs, such as the cross peer-to-peer recognition program, and conduct international days like Mental Health Month, Yoga Day, and Olympic Games gatherings. By fostering alignment between regions and leveraging best practices from various locations, we can ensure a consistent and high-quality wellbeing experience for all our employees.



## Our new approach to wellbeing

In FY2023, Amdocs revolutionized our perspective on wellbeing. We understand wellbeing fundamentally rooted in relationships, and our innovative framework identifies the crucial relationships in the workplace. This framework guides us in enhancing physical health, mental health, addressing burnout, and fostering a sense of team and belonging. We are committed to nurturing people-centric relationships to create a healthy, respectful, and supportive environment. By offering flexibility and promoting a culture of teamwork and inclusion, we are setting new standards in workplace wellbeing.

- 1. Direct manager and employee:** Recognized as the most critical factor influencing an employee's well-being, managers directly impact employee development, satisfaction, appreciation, recognition, promotion, and more. Our goal is to enhance the way managers interact with their employees. We have clearly defined the manager's role in supporting employee well-being and developed a set of tools to help managers succeed in this vital role. In 2024, we began training our managers, focusing on using these tools to enhance employee well-being. Furthermore, in FY2024 we are introducing our **Wellbeing4U Managers' Portal**.
- 2. Location and employee:** This connection highlights the cultural dimensions of our work environment, from local to global levels, and plays a crucial role in fostering a sense of belonging, pride, and identity. The presence of regional wellbeing managers supports this by ensuring that these aspects are taken into consideration as part of regional plans.
- 3. Unit and employee:** This connection aligns employees with Amdocs' broader objectives, business success, and professional development. It promotes recognition and fosters a collective sense of purpose within the organization. Activities within the unit focus on creating a sense of belonging and pride, fostering teamwork, celebrating business successes, and recognizing individual and team achievements.
- 4. Account and employee:** Providing a unique viewpoint within Amdocs' structure, this connection is for employees whose main organizational affiliation is the account to which they are assigned. This relationship shares characteristics with the unit-employee connection but offers unique insights into well-being initiatives at the account level.
- 5. Peers and employee:** Essential for creating a supportive workplace, this interaction enhances interpersonal relationships, empowerment, and psychological safety among peers. It also creates opportunities for employees to connect as individuals, bringing their whole selves to work and boosting their sense of belonging. Additionally, our Peer-to-Peer recognition program and the Employee Network Groups (ENGs) for young professionals, caregivers, and working parents provide valuable platforms for support and connection within the organization. These initiatives further foster a sense of community and inclusivity at Amdocs.
- 6. Employee and self:** Though not a two-way relationship, we emphasize the choice and opportunity for employees to join and benefit from our well-being offerings, products, and services. This relationship encourages individuals to actively engage in their own well-being, highlighting the role of personal choices in maintaining health and wellness.



## Amazing relationships foster exceptional wellbeing

6 main wellbeing relationship streams, with emphasis on Managers as catalysts:





## 2.2.1. Wellbeing focus areas

### CONNECT WITH PEOPLE

**Together, we are stronger: Regardless of who you are or where you come from, you belong here. We are dedicated not only to achieving our goals but also to supporting one another every step of the way.**

Employee wellbeing is a broad term that encompasses almost every aspect of work life. To maximize our impact on employee wellbeing and the way we deliver these services, we developed our Focus Areas Strategy, which includes:

- **Mental health**
- **Physical health**
- **Teaming & belonging**

These focus areas allow us to concentrate our efforts on the aspects that matter most. We also employ the 'Relationships Streams approach,' which targets the focus areas that have the greatest impact on our employees' wellbeing.

### Wellbeing4U Managers' Portal

Amdocs is set to revolutionize employee wellbeing with the launch of our **Wellbeing4U Managers' Portal** in the last quarter of 2024. This groundbreaking one-stop platform is designed to centralize and streamline access to a wide range of wellbeing offerings, activities, knowledge, practices, and more. Aimed at fostering a transparent and personalized approach to employee wellbeing, the store will provide a unified space for managers to explore and choose the wellbeing options that best suit their needs. The platform simplifies the integration of wellbeing activities into the work environment across all Amdocs offices globally, including personal events, life cycle celebrations, team-building activities, and more. Next year, we also plan to launch a wellbeing portal specifically for our employees.

### 2.2.1.1. Supporting our employee's mental & physical health

We prioritize our employees' physical and mental health. We take a role in raising awareness of physical and mental health issues, promoting healthy lifestyles and making medical and mental health services accessible for all our employees. This is achieved through:

- In most countries where health insurance is not fully funded by the government, we offer medical, dental, and optical insurance for our employees. In countries where health insurance is government-funded, we go beyond by providing our employees with additional private health insurance. Additionally, as a preventative measure against potential health issues, we offer medical check-ups to the majority of our workforce with dedicated programs in each region.
- Personal counseling – Amdocs Employee Assistance Program (EAP) is available in all our locations and in more than 50 languages, providing employees with access to affordable and confidential personal support.
- Financial wellbeing – We know that financial planning plays an important role in our employees' peace of mind and wellbeing. We provide financial planning educational sessions and financial tools to help our employees achieve financial security.
- Day-to-day practices and routines – We support our managers' and employees' mental health by incorporating positive interactions into their daily practices and relationships. These actions are reinforced through training, team activities, and opportunities to connect and build meaningful relationships at work. By integrating well-being practices into everyday life, we aim to make well-being a way of life.
- Additionally, we encourage our employees to participate in sport activities and events. Through the participation in different organized events, we aim to promote the importance of physical practice and physical health.
- Resilience Ambassadors: Empowering Mental Health Support – In collaboration with the ARAN Association Resilience Trustees in Israel, we launched a groundbreaking training program. Recognizing that life under the strain of war and intense work can lead to moments of crisis, we have taken proactive steps to support our employees, their families, and colleagues. During five intensive sessions, 17 employees received tools to assist colleagues during crises. These tools include active listening techniques, reflection practices, normalization strategies, fresh insights, practical advice, and encouragement to seek professional help. Our Resilience Trustees will continue receiving support from the ARAN association and our HR team, who also participated in the training.

## Promoting employee wellbeing through campaigns and events

During FY2023, we implemented several campaigns to raise awareness of our employees' physical and mental health, which have already become annual traditions:

- **Mental Health Month:** Recent global events have underscored the vital importance of prioritizing mental health. The ability to thrive, both personally and professionally, centers on our mental resilience and self-awareness. Amdocs is dedicated to supporting employee wellbeing by offering the resources needed to recharge and thrive. This includes flexibility in our working model, the Vacation Without Limits program, and our mental health programs, which provide support and guidance whenever needed.

During Mental Health Month, our focus was to raise awareness, validate the importance of mental health, and explore the tools and resources available to employees. We conducted more than 40 sessions and activities globally, with approximately 4,500 participants.

- **Breast Cancer Awareness Month:** We held virtual sessions led by experts and inspiring breast cancer survivors who shared their personal stories.
- **International Yoga Day:** For the fourth consecutive year, we celebrated International Yoga Day at Amdocs as a global campaign. This event provided an excellent opportunity to pause our daily routines, practice yoga, relax, connect with colleagues in a calming and refreshing manner. As part of this, we hosted company-wide sports events across various locations sites and some virtual sessions in June. The events offered a diverse range of activities such as yoga sessions and health booths. Activities were held in Cyprus, Mexico, the U.S., India, Israel, and more.

### 2.2.1.2. Teaming and Belonging

We believe that teaming and belonging are key factors in our employees' wellbeing. It is very important for us to cultivate teamwork and a sense of belonging, enable our employees to create new experiences together, and connect with colleagues and friends while enjoying themselves and having fun. During the past year and especially after announcing our flexible work model that brought thousands of employees back to our offices, we renewed the Amdocs tradition of special company events, team activities and employees' gatherings.

Teaming and belonging play a significant role in building our culture, personal relationships, and team spirit. Putting words into action, our new Wellbeing4U Managers' Portal provides managers with accessible ideas and implementation tools for team activities, volunteering, gifting, and wellbeing knowledge.

Our flexible wellbeing operational structure addresses the diverse needs of our employees and units. Managers at all levels can organize team activities and events, extending to group and divisional events that bring together large groups of employees. These initiatives allow teams and units to develop their social identity and spirit, celebrate successes, and recognize employees. Our large company events provide employees with opportunities to meet and bond with colleagues and friends across the company.

Regional activities are supported by the Wellbeing Team, who take ownership of all cultural-related matters at their sites:



## Regional and company events highlights:

### India

In India, our local well-being program offers numerous opportunities for employees to connect. During the first half of FY2023, we organized family-inclusive events, drawing over 2,000 employees and their families. Furthermore, employees had the opportunity to participate in various online sessions on topics such as Mental Wellbeing. We celebrated Amdocs India's 20th anniversary in March 2024, engaging around 14,500 Amdocs employees. Additionally, in April 2024, we hosted an online cooking workshop, which saw participation from approximately 350 employees.

Our Pune and Gurgaon offices offer a variety of physical hobby classes that have become increasingly popular among our employees. Classes including dance, music, singing, art, and painting, in addition to regular in-office yoga and Zumba classes. These classes provide a wonderful opportunity for personal growth, stress relief, and community building outside of the work environment. We have seen enthusiastic participation, with around 100 to 150 employees regularly attending these

sessions. Several participants have gone above and beyond, achieving certifications in their respective classes such as Kathak Dance and Vocal Singing.

### Israel

In Israel, we organized seven major events that brought together over 1,400 employees' children for live workshops, games, and shows. These events helped instill pride and a sense of belonging among employees while connecting their families to Amdocs. Throughout the year, we also ran a comprehensive enrichment program that featured monthly lectures, movie screenings for both families and adults, plays for all ages, family trips, and more. These activities engaged hundreds of employees and their families, strengthening their bond with the company, fostering a sense of community, and offering a refreshing break from daily work routines. We also held numerous sales fairs in the spirit of holidays and special occasions, where we promoted small businesses, social NGOs, and small business that were recommended by our employees.

The sales fairs allowed employees to meet each other, purchase holiday gifts, and support local businesses along the way.

In February, we celebrated Family Day, during which we invited our employees to send us images with their families or significant others. We received nearly 1,500 photos, which were printed on wooden blocks and given back to the employees as gifts at the various branches. As part of the Purim holiday, we held a stand-up comedy marathon with Israel's leading comedians in our Israel offices. 1,200 employees attended this relaxation and laughter activity, allowing them to break their daily routine. During summer vacation, we focused on fun and enriching activities for children at our offices and opened Kids' Days at all of our branches. Over 1,000 children came to the office with their parents, taking part in enrichment classes in various fields such as art, sports, robotics, and AI, while simultaneously bestowing parents with the flexibility and ability to work in peace and promoting a sense of community and connection among employees and between employees and their workplace.



## Americas

On a monthly basis, employees have the opportunity to join virtual sessions on a variety of wellness topics, such as nutrition, personal finance, and parenting skills, as well as activities like Bingo, art, cooking, and gardening. These sessions are designed to empower employees with knowledge and skills that contribute to their personal and professional development. Amdocs also offers virtual wellbeing sessions three times a week, which focus on meditation, breathing, and stretching. With an average attendance of 100 employees per session, these activities contribute to the relaxation and re-energization of the staff, promoting mental and physical health.

Each month we seek to organise at least one Friday Funday event. These events range from bingo and trivia to comedy sessions, gardening, arts and crafts, and cooking demonstrations, providing employees a break from the routine and encouraging creative and social engagement among one another.

On April 8th, Amdocs celebrated Eclipse Day across the Americas. Over 1,500 employees at 21 different sites took a break from work to witness the solar eclipse. They were provided with Amdocs-branded solar glasses and themed snacks, creating a safe yet unique, memorable bonding experience.

This shared moment significantly strengthened our sense of community and connection among employees. In a unique initiative, two offices welcomed therapy dogs on-site during the Fall, allowing employees to engage with the animals. This two-hour interaction provided a therapeutic break from work, emphasizing the importance we place on mental wellbeing.

## EMEA

To enhance community building and a sense of belonging, we hold a variety of events in our EMEA offices, including Christmas, Diwali, and end of summer celebrations, in addition to bracelet making, pancake day, and Eurovision watch parties.

We held a family event in Cyprus, gathering employees and their families for a day out filled with kids' activities, food, and drinks. This event provided a platform for employees to bond with their colleagues and their families in a relaxed and enjoyable environment. Our employees in Bulgaria travelled to Greece to celebrate the beginning of the summer and bond outside of work.

We enact a variety of initiatives aimed at promoting physical and mental health, such as monthly football and cricket games, cancer awareness lectures and tests, massages, and

virtual awareness sessions on topics like maintaining healthy nutrition and lifestyle habits. In some sites, the employees are organising monthly club activities on site such as creative art sessions and holiday themed crafts. We also established a "working parents" monthly forum to foster an open discussion for parents' personal experiences and challenges. Each session varies on topic, but, overall, the initiative aims to support working parents and their unique needs.

## APAC

In the Philippines, over 400 employees participated in a Sportsfest, featuring five different sports. The event saw participants engaging in friendly competition, promoting teamwork and fitness. Our running and cycling club represented Amdocs in several national-level races across APAC countries, demonstrating the team's spirit, camaraderie, and resilience. To foster a supportive and inclusive workplace, we also has various festive events that celebrate our cultural diversity, such as our Diwali, Christmas, Ramadan, and year-end parties. In sites such as Australia, Indonesia, Malaysia, and New Zealand we offer various sessions and activities, including team-building events, cooking classes, movie nights, bowling and badminton tournaments, and Family Day.

### 2.2.1.3. From Working @Amdocs to Leading with Wellbeing

Working @Amdocs our existing wellbeing approach and program, offers an integrative approach to employees work wellbeing, it combines many aspects of our people-centric approach, including the introduction of managerial practices and combining them with traditional wellbeing offerings.

We believe and understand that the way we work and the relationships between our employees and their managers, organization, and company impact their wellbeing. With the evolution of our well-being strategy into the **Relationships Stream** approach, we have transformed **"Working @Amdocs" into "Leading with Wellbeing"**. This major component places a special emphasis on managers in shaping their employees' well-being. We have integrated the Leading with Wellbeing tools into the Employee-Manager relationship stream, providing managers with the necessary resources through training and the Virtual Wellbeing Store.

During the past year, units and divisions were offered a framework based on the areas of the work-life model. This has enabled us to gain a holistic understanding of burnout, identify where it accrues, and find ways to reduce and cope with it. We emphasize the importance of recognition and appreciation framework based on the areas of work-life model that has enabled us to gain a holistic understanding of burnout, identify places where it accrues, and ways to reduce and cope with it. We emphasize the importance of recognition and appreciation to employee wellbeing as a routine practice, as well as a key component in the relationship between employees, their managers, and the company.

### Employee Share Purchase Plan (ESPP)

In May 2023 we introduced the ESPP to our employees. The plan aims to create ownership and alignment with shareholders and share future success of the company with our employees. Through this program, employees can purchase company shares via their salary, at a discounted price in six-month cycles. ESPP launched gradually in India, the US, Canada, and Israel in the first cycle (80% of our employees). By the end of FY2024, we plan to expand eligibility to 95% of our employees.

### Vacation without limits

As part of our unlimited vacation program – "Vacation without Limits," our employees are free to take as much time off as they choose, as long as it is fully coordinated with their manager. This policy is available in every country where Amdocs employees are based and where regulations allow. Now that we are three years into the plan, the results are impressive, with employees taking significantly more vacation days. In FY2023 the average vacation usage has been increased 38.2% vs FY2021.

 amdocs | 

**VACATION**   
**WITHOUT LIMITS**

Take as much vacation as you want. **It's amazing.**

### Flexibility @ Work

At Amdocs, we offer a hybrid work model where employees are expected to work from the office three days a week, with the flexibility to work remotely on the remaining days. This model provides our employees with the ability to manage their time efficiently and achieve a work-life balance. In January 2023, we launched a leadership-led back-to-office campaign, highlighting the benefits of this model to both employees and managers. To address the challenges, we established a global framework and task force, maintaining our people-centric approach and core values.

As part of this framework, we provided managers and units with resources, tools, and flexible guidelines to empower them to address issues and meet employees' needs. Over the past year, we successfully transitioned from a predominantly remote work setup to a primarily office-based model with flexible options. Latest data shows that over 94% of our employees have been attending the office, with a growing number choosing to work from the office more frequently. We believe, and consistently receive feedback, that our hybrid work model fosters connection, collaboration, and is a key component of our unique culture.

### Parental leave

Our global parental leave policy is aimed at providing parents with additional flexibility and time to care for, and bond with, a newborn or newly-adopted child, and adjust to their new family situation. Since April 1, 2020, Amdocs enabled eligible employees to enjoy additional paid parental leave, following the birth or placement of a child with an employee in connection with adoption or surrogacy. This paid parental leave is on top of statutory parental leave mandated by the different countries in which we work.

Furthermore, we offer one week of paid parental leave for primary and non-primary caregivers above the legal requirement to the majority of our employees. With their return to work, we offer breastfeeding/lactation facilities at all our major sites, which cover over 90% of our total workforce.

### Birthday program

In 2023, Amdocs introduced a new approach to our global birthday program. Under this initiative, employees on their birthdays are given the choice to either receive a gift voucher from a selection of options or contribute to digital inclusion initiatives by donating the monetary equivalent. For this program, we established a partnership with Unconnected.org and offer a unique project in each region, such as funding six months of mobile connectivity and internet learning software for a child in India or enabling connectivity for a training center in Mexico.

## Recognition and appreciation

Our new Peer-to-Peer Recognition Program is a significant change for fostering a culture of appreciation and acknowledgment at Amdocs. With a vision of creating a vibrant culture where voices are valued, contributions are celebrated, and employees feel appreciated, this unified cross-company program enables immediate, unlimited, transparent, and simple recognition processes, promoting a culture of recognition and appreciation as part of everyday interactions.

### Key program highlights:

- **Aligned with Amdocs' Employer Brand and Capabilities Model:** Our program embodies Amdocs' "Live Amazing, Do Amazing" ethos. It creates a sense of belonging, fosters collaboration, promotes growth and excellence, and establishes an inclusive and supportive workplace through every interaction and recognition
- **One program, one platform:** Our unified recognition platform ensures seamless recognition across Amdocs, promoting collaboration and a sense of unity among teams
- **On-the-spot recognition:** Enables recognition of team members in real-time for their outstanding contributions, fostering a culture of appreciation in every interaction

- **Unlimited acknowledgments:** There are no limits to how many times you can recognize your colleagues, allowing you to celebrate success freely
- **Transparent processes:** All recognitions are visible to everyone on the platform, encouraging likes and comments and promoting transparency in our acknowledgment processes
- **Quarterly lottery:** Employees recognized during the quarter have a chance to win exciting rewards

Our Peer-to-Peer Recognition Program includes several features to enhance employee engagement and performance. Every recognition is sent via email to the recognized employee and their manager, ensuring that everyone feels valued and appreciated. By recognizing colleagues from various locations, the program fosters collaboration and strengthens relationships across teams.

In an effort to foster a positive culture and acknowledge the value of work and relationships, SmartOps, one of Amdocs' largest units, celebrated "Appreciation Week". Over this five-day campaign, both SmartOps employees and managers were encouraged to express their appreciation on Yammer, our internal communication platform, in both creative and personal ways.

Over 6,000 employees engaged in this initiative, generating 4,800 posts that garnered 7,000 reactions and comments. Additionally, 800 handwritten notes were displayed on "appreciation walls" in various offices worldwide. Feedback from employees was resoundingly positive, with many expressing gratitude towards their teams, peers, managers, leaders, and cross-functional colleagues, acknowledging their invaluable contributions.





## 2.2.2. Employee engagement

**We listen to your feedback and act on it! We are constantly evolving our work environment to meet your needs and aspirations. We empower you with innovative, user-friendly tools and services that will help you succeed.**

In 2022, Amdocs completed the McKinsey Organizational Health Index (OHI). The OHI is a leading indicator of companies' organizational effectiveness and management practices. At Amdocs, we believe the best predictor of excellence is listening to our employees and acting on results.

Amdocs has improved its organizational health and engagement and we are now in the top decile of the OHI global benchmark. Our OHI is significantly above the medium of our peers in the Tech-Media-Telecom and High-tech industry.

Amdocs has improved across all 9 health outcomes, most substantially in Motivation, Leadership, Work Environment & Direction.



Amdocs results are all in the top quartile, with 6 indicators being in the top decile, denoting an element of distinctiveness when compared to the McKinsey global database. Learning from our 2020 results, Amdocs selected 'Direction', 'Leadership' and 'Motivation' as focus areas. We are proud that we improved by an average of 7 points across these areas.

According to our latest organizational health survey:

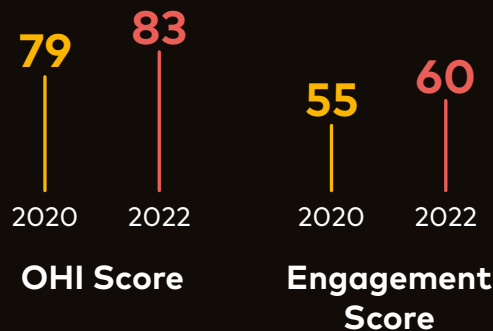
- Overall improvement in organizational health & engagement placing Amdocs in the top decile of the OHI global benchmark
- 83 overall Health score
- 60 overall engagement score

#### Amdocs score in 2022:

Overall improvement in organizational health & engagement, placing Amdocs in the top decile (10%) of the global benchmark. Significant improvement across all health outcomes and practices, most substantially in the areas prioritized post 2020 survey (Motivation, Leadership, Direction).

More specifically, the scores for the Amdocs profile are:

Element	Score	Difference from the 2020 survey
Direction	82	+4
Accountability	82	+4
Coordination & Control	82	+5
External Orientation	90	+3
Leadership	85	+7
Innovation & Learning	82	+3
Capabilities	90	+1
Motivation	75	+9
Work environment	83	+6



The results of the OHI and engagement surveys are shared with Amdocs' employees at Townhall meetings.

The OHI survey we conducted at the end of 2022 was completed by 53% of our employees.

### 2.2.3. Using people analytics to make informed decisions

Amdocs recognizes the significance of using data when making talent- and people-related decisions. Our Strategic Workforce Planning unit focuses on implementing what we believe to be the appropriate talent strategy to support the effective execution of our business strategy: making sure we have the right talent, at the right time and in the right place.

In the long-term, the Strategic Workforce Planning unit focuses on creating and implementing Amdocs' talent strategy (including skills management), optimizing site-specific strategies, and achieving an effective organizational managerial structure.

Within the Strategic Planning unit is the People Analytics team, which enables and encourages hiring teams to make informed people-related decisions by relying on data, analytics, and evidence, while monitoring workforce health, attraction, and retention of our talents globally.

The People Analytics team has four key focuses:

- Operational support through the creation of real-time dashboards, tools and reports that allow users to extract insights
- Research and consultation for ad-hoc advanced analytics
- Establishing a culture of data-driven human resources (HR) by encouraging HR professionals to use data, analytics and evidence in their ongoing work
- Enforcing the practice of data privacy in HR to ensure ethical and fair use of personal data to protect both our employees and the company while complying with applicable legislation



## 2.3. Employee development



Employee development is a key priority for Amdocs, and we recognize the importance of investing in our workforce. In addition to our existing development opportunities, we have introduced special programs focused on GenAI. These programs aim to equip our employees with cutting-edge tools and capabilities, ensuring they are future-ready. By investing in our employees' development, we foster a culture of continuous learning, innovation, and personalized development pathways, ultimately enhancing employee engagement and satisfaction.

In FY2023, we spent in total approximately 339 USD per full-time employee on training and development.

### 2.3.1. Our learning and development framework

In FY2023 and FY2024, Amdocs continued to refine our learning and development approach, aligning it closely with our vision of becoming a people-centric company.

Our goal is to create an environment where employees and managers not only achieve business objectives but also thrive in their personal growth journey. As part of our mission as a skills-based organization, Amdocs actively shapes learning experiences. We have established an adaptive learning ecosystem that caters to the dynamic demands of the ever-changing world of work.

Following the overall strategy of AI integration, we are embedding the AI technology into our learning and development overall framework with the use of AI solutions into our platforms but also in the content of trainings that we are offer to our employees.

Our comprehensive learning and development framework focuses on enhancing talent development efficiency and strategically aligning employee potential with Amdocs' business goals through a series of key initiatives:

- Innovation in learning:** Led by the Learning R&D team, Amdocs is embracing innovative learning methods and content to prepare employees for the future, ensuring alignment with the company's evolving needs
- Integrated learning practices:** "In the Flow of Work" learning embeds development in daily activities, leveraging peer-to-peer and community-driven approaches to build a culture of knowledge sharing and collective intelligence
- Centre of Excellence (CoE):** With teams in India, Israel, and Mexico, the CoE fosters a customer-focused, result-oriented performance culture, underpinned by strong leadership and teamwork, within a nurturing learning environment
- Exceptional learning experiences:** The Experience and Marketing Team is dedicated to delivering effective L&D communications, maximizing employee engagement and ensuring the benefits of learning initiatives are fully realized
- Personalized learning journeys:** Utilizing AI and data analytics, Amdocs tailors learning paths to individual needs, optimizing outcomes and addressing the unique requirements of each learner
- Social learning:** Amdocs promotes the creation of collaborative communities, enriching the learning ecosystem with opportunities for collective growth

## 2.3.2. Our learning and development programs

### 2.3.2.1. Generative AI

**We use our skills, experience, and passion to bridge the digital divide, by promoting equitable access to information communication.**

**Be a part of an organization that connects billions of people worldwide, helping advance society, and creating a more inclusive and connected world.**

We have launched a series of initiatives focused on increasing the understanding and adoption of GenAI throughout the organization. By integrating GenAI into our team learning culture, we have successfully reached **60% of our global workforce with specialized learning modules**. By allowing teams to adopt the tools at their own pace, we have fostered a more inclusive and effective environment for embracing innovative technologies. Our aim for FY2024 is to continue deepening our collective knowledge and skills in this area, ensuring our workforce stays ahead in the rapidly evolving digital landscape.

*On average, each employee at Amdocs Global is engaging with seven learning offerings specifically focused on Generative AI*

### 2.3.2.2. Hackathon 2024

In early 2024, Amdocs was proud to host a major development hackathon, aimed at fostering innovation and tapping into the creative potential of our employees. Teams from various units participated, leveraging advice from GenAI experts to develop innovative solutions.

This year's hackathon focused on five key development initiatives, allowing our employees to explore both conceptual designs and actual creation. In addition to the main themes, we offered a second stream for our employees to pitch and develop their own unique ideas. Participants created features and presented demos to the judges, with the potential for further investment based on their innovation's viability.

To ensure our employees were well-prepared, Amdocs offered a comprehensive range of learning opportunities in advance. These were designed to equip employees with the knowledge and skills needed to excel in the hackathon, encompassing everything from technical expertise to creative problem-solving.

Read more about this Hackathon in [4.2.2. GenAI Hackathon](#).

### 2.3.2.3. Power skills

At Amdocs, our commitment to feedback and continuous improvement is at the core of our learning and development strategy. Annually, we conduct a detailed training needs analysis, engaging directly with each unit head to identify the precise needs of their teams. This collaborative approach is designed to ensure that our programs are not only relevant but also directly relate to the needs of each business unit.

In FY2023, we focused on cultivating a team learning culture across Amdocs, enabling team leads to directly manage their team's learning needs. This approach has been deployed across multiple business units, which we believe significantly impacts the development of hundreds of employees. Central to this initiative is aiming to develop an environment where employees can engage in learning without fear of failure, emphasizing mental health and the integration of learning into everyday routines.

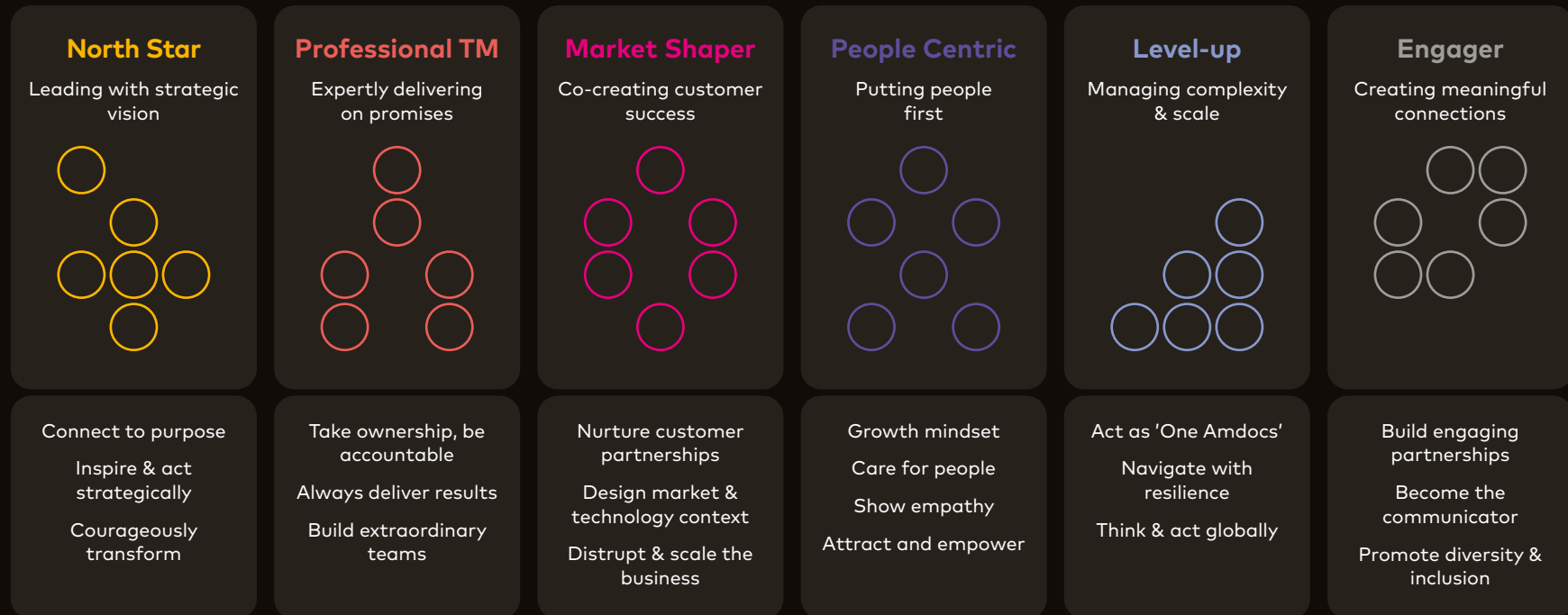
### 2.3.2.4. Aspire

Throughout FY2023, we advanced our Aspire upskilling program, designed to equip our workforce for present and future business demands. Aspire stands out as a forward-thinking initiative aimed at nurturing and retaining talent through the cultivation of critical 'power skills.' These skills are deemed vital for enduring employability across all roles, seniority levels, and regions, adapting to the evolving work landscape.

Our distinct platform enables each employee to embark on a personalized learning journey, comprising three steps:

1. Initial self-assessment to identify areas for growth
2. Detailed feedback via a customized report and either personal or group debriefing sessions facilitated by our internal experts

3. Development through a diverse mix of learning methods, including workshops, concise self-paced modules, masterclasses, podcasts, and synchronous sessions, among others

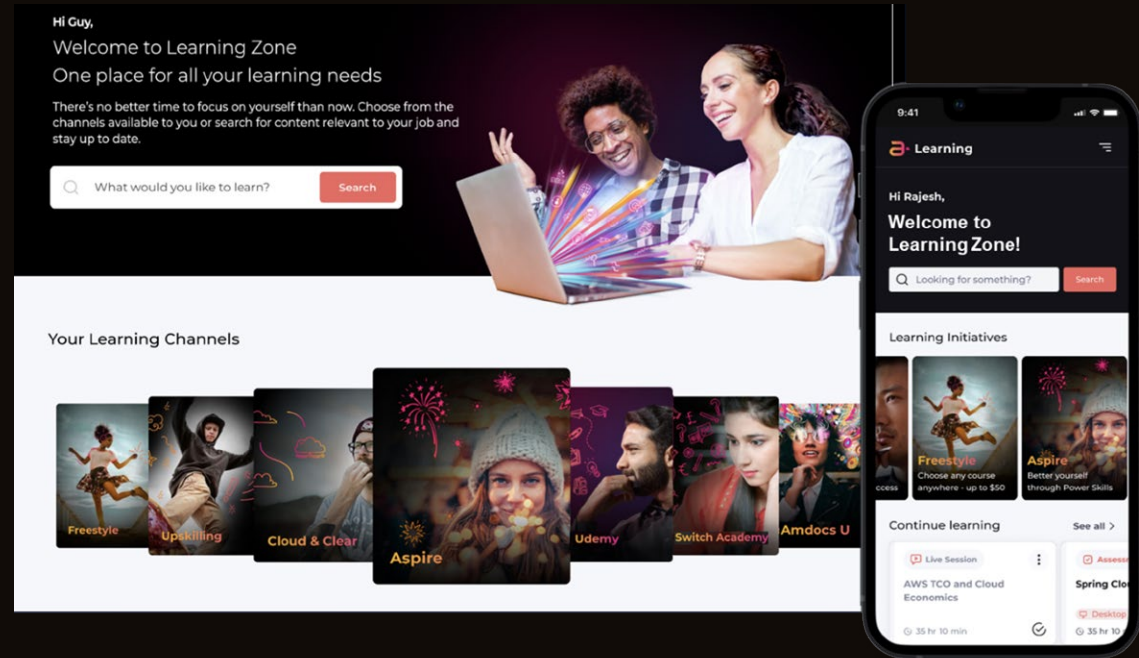




### 2.3.2.5. Learning Zone

Our Learning Zone platform serves as a unified learning destination, streamlining access to a comprehensive array of resources including historical data, curated learning campaigns, and materials from top external educational vendors like Udemy and O'Reilly. This platform, supported by our partnership with these vendors, enhances the employee training and development experience by offering extensive content on GenAI, such as prompt engineering and AI-based application development, alongside live webinars and workshops.

Designed to function seamlessly across both mobile and desktop devices, the platform acts as the primary gateway for educational content, further enriched by a robust search engine and integration with other Amdocs learning platforms such as Freestyle Learning, Aspire, Switch Academy, and Amdocs U, ensuring a holistic and uniform learning experience for all employees.



### 2.3.2.6. Amdocs U

In FY2022, we launched Amdocs U, an onboarding platform designed to provide new employees with a tailored, needs-based learning program. This platform allows for a customizable training experience that covers essential information about Amdocs as well as specific role-related requirements. Adjustments to the program are facilitated through interactive discussions between the employee and their manager, culminating in a personalized learning plan featured on Amdocs U.

This plan includes a mix of self-learning modules, mentoring sessions, and managerial reviews, ensuring a comprehensive and individualized introduction for each new employee. A standout feature of this platform is its functionality that allows managers to effortlessly set up a structured training path for new hires as soon as they join Amdocs.

**399**

domain experts creating dedicated learning plans covering more than **95%** of the company business units and roles (10-20 new experts every month)

**612**

learning plans have been created in total (since launch June 2022)

**482**

learning plans are currently in use

**12,110**

learning items were created (courses, tasks)

Employees with learning plans:

**29,353**

employees learned using Amdocs U since launch

**21,563**

employees learned via Amdocs U in FY23

**16,045**

employees have active plans now (currently learning via the platform)

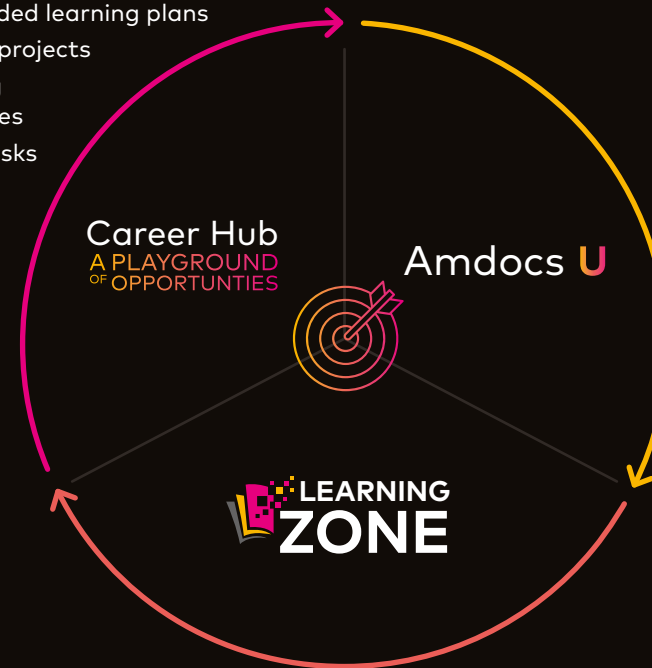
### 2.3.2.7. Career Hub

In FY2022, Amdocs launched Career Hub, a platform designed to help employees navigate their career paths and access personalized learning opportunities aligned with their professional goals. Utilizing advanced AI technology, this tool proactively matches employees' skills, aspirations, and capabilities with potential career opportunities, enhancing their development experience and helping to quickly address talent needs within the company.

By FY2023, Career Hub had significantly engaged over 50% of Amdocs' workforce, providing support not only in goal-setting and performance evaluations but also in identifying and bridging performance gaps. It features a comprehensive array of customized learning resources and AI-recommended paths for career and personal growth.

As we continue to build upon our Career Hub platform, the next phase will introduce assessment tools, development plans, and team development features, which will be integrated into our Check-ins process to enrich the employee user experience. The upcoming Skill Engine feature will offer deeper insights into employee skills and development needs, supporting Amdocs' commitment to nurturing a productive workplace.

- Skills & AI based
- Familiarity with employees' current and aspired skills
- Industry benchmark
- Holistic development approach
  - Recommended learnings
  - Recommended learning plans
  - Suggested projects
  - Networking opportunities
  - Required tasks



- Amdocs knowledge base
- Tagged and mapped learning plans (roles, products, knowledge level, units and accounts)
- Monitoring and tracking
  - Managers dashboard
  - Reporting & BI incorporating Amdocs HR and units' data
- Exceptional user experience
- Widely used in various business flows

- Exceptional user experience
- Broad adoption
- Powerful search
- Gateway to other systems

### 2.3.2.8. Tailored learning programs

In FY2023, our learning and development team worked closely with four specific business units, customizing our offerings to address each unit's distinct needs. Amdocs is dedicated to ensuring continuous improvement of our learning and development programs through the use of feedback mechanisms. This process underscores our unwavering dedication to fostering a culture of perpetual learning and development across Amdocs.

## 2.3.3. Learning and development targets and achievements

Amdocs' learning and development initiatives are designed to support our employees' career growth and advancement. In FY2023:

- 92% of employees participated in learning and development programs
- 6,000 employees consumed Power Skills learning
- 72% of employees participated in upskilling programs in hot spotted tech topics (GenAI, Cloud, DevOps, Microservices, full stack, etc.)
- 50 hours of average hours per FTE of training and development

Our target for FY2024 is to increase these numbers so that:

- 85-90% of employees will choose to participate in learning and development programs
- 25% of employees will choose to take part in personalized voluntary upskilling programs

**Constantly reinvent yourself and follow your passions. We are committed to creating an environment in which you can thrive, explore new options, and advance your career. Our tools and services are designed to make your work more convenient, while ensuring seamless access, navigation, and usability.**



## 2.3.4. Leadership development

We have continued to emphasize leadership excellence within our people-centric framework, focusing on building the necessary capabilities to navigate the rapidly changing, tech-driven business landscape.

Our efforts to enhance leadership included launching targeted initiatives aimed at strengthening our leaders, with the ultimate goal of fostering a culture where leadership is not just practiced, but ingrained, shaping the leaders of tomorrow.

Our approach consists of:

### 1. Custom-designed leadership journeys:

- We have built leadership development journeys tailored to our organizational context, seamlessly integrating with just-in-time executive coaching
- Over 150 GMs and VPs have actively participated in these journeys, benefiting from targeted executive coaching interventions. These interventions not only address their dilemmas but also fortify their leadership capabilities

### 2. Timely leadership content:

- Recognizing the need for ongoing learning, we have developed a learning series that delivers “just-in-time” content for our directors, which blends leadership principles with our organizational context
- Senior VPs actively contribute to this series, paying it forward by sharing their expertise and insights. It is a collaborative effort to build the leadership capital of tomorrow, impacting over 200 directors in just three months with enthusiastic engagement

### Our regional focus

While we address the development needs of our global workforce, we also pay close attention to the unique requirements of our regional teams. In FY2024, we piloted “Growth Gurus,” a leader-led mentoring program for mid-level managers in one of our largest regional centers in India. This unique intervention is inspired by the philosophy of “paying it forward,” where senior leaders voluntarily mentor mid-level managers. They offer valuable insights and solutions, empowering mid-level managers to navigate leadership challenges successfully. Over 40 leaders have enthusiastically signed up as mentors, demonstrating the program's impact.



### 2.3.5. 360° – Just-in-Time program

The 360° – Just-in-Time (JIT) program for VPs is a tailored executive development experience, in which leaders participate each quarter after they have spent six months in their roles. The program lays the foundation for critical leadership milestones, such as progression, internal mobility, role enhancement, major organizational restructuring, and external hiring, acknowledging that a leader's stakeholders change with each milestone.

The inaugural cycle of the 360° JIT process was launched in 2023, involving around 46 Vice Presidents. The second cycle commenced in August 2023 and concluded in January 2024, with participation from 39 Vice Presidents. This initiative expands on the broader implementation of the 360° Process that started in FY2021, initially encompassing all General Managers, Vice Presidents and approximately 700 directors.

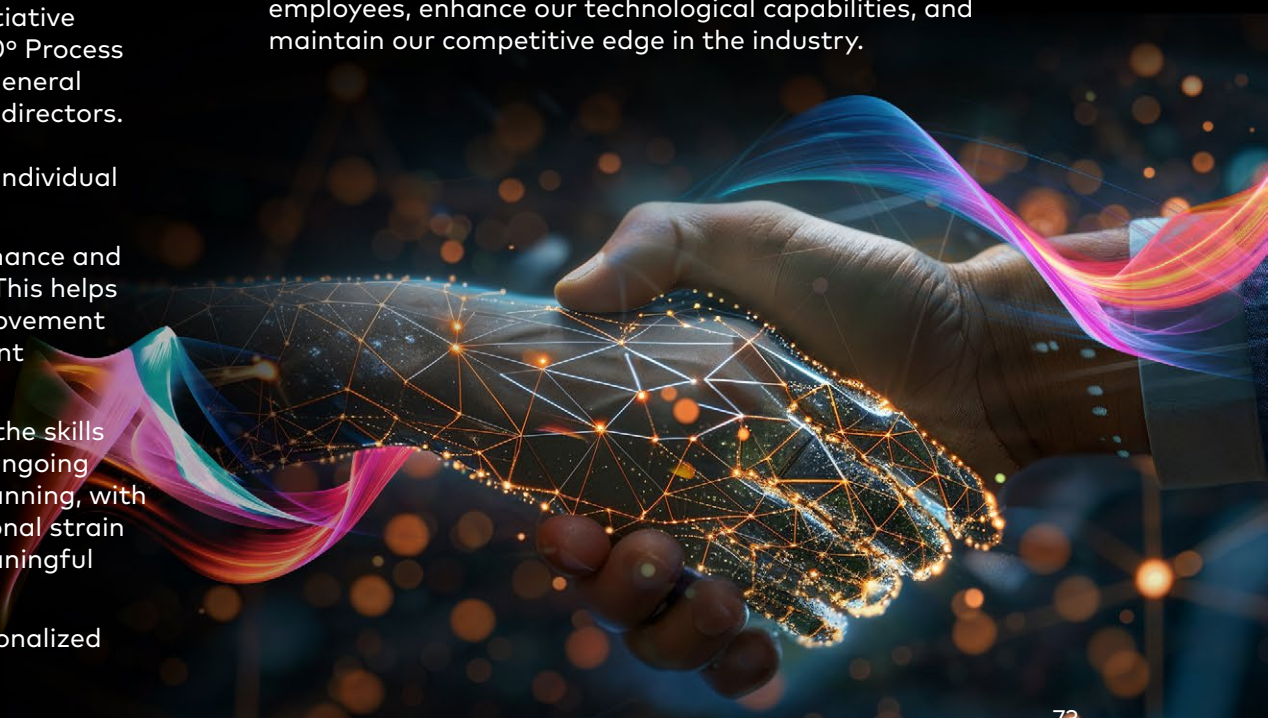
The program brings multiple benefits for both the individual leaders and the organization:

- Leaders receive timely feedback on their performance and how they are perceived within the organization. This helps them identify their strengths and areas for improvement and serves as valuable input for their development discussions
- The organization gains a current perspective on the skills and gaps within its senior executive group. This ongoing insight supports talent strategy and business planning, with the process' quarterly focus reducing organizational strain and allowing managers more bandwidth for meaningful development discussions with each VP
- The program empowers HR to offer a more personalized and impactful experience

#### For our tech partners

To further enhance our commitment to holistic development at Amdocs, we have implemented a strategic initiative specifically targeting our technology teams. Recognizing that these teams are pivotal in developing Amdocs' innovative technology solutions, we aim to equip them with the tools necessary for personal and professional growth.

The first cycle of this targeted initiative began in April 2024. Our goal for this initial phase is to actively involve over 100 technology professionals. This inclusion is designed to not only foster skill enhancement but also to ensure that our tech teams are fully integrated into the broader Amdocs development ecosystem. Through this comprehensive approach, we seek to empower our employees, enhance our technological capabilities, and maintain our competitive edge in the industry.





### 2.3.6. Offerings for teams leads and managers

#### **Managing @ Amdocs Academy**

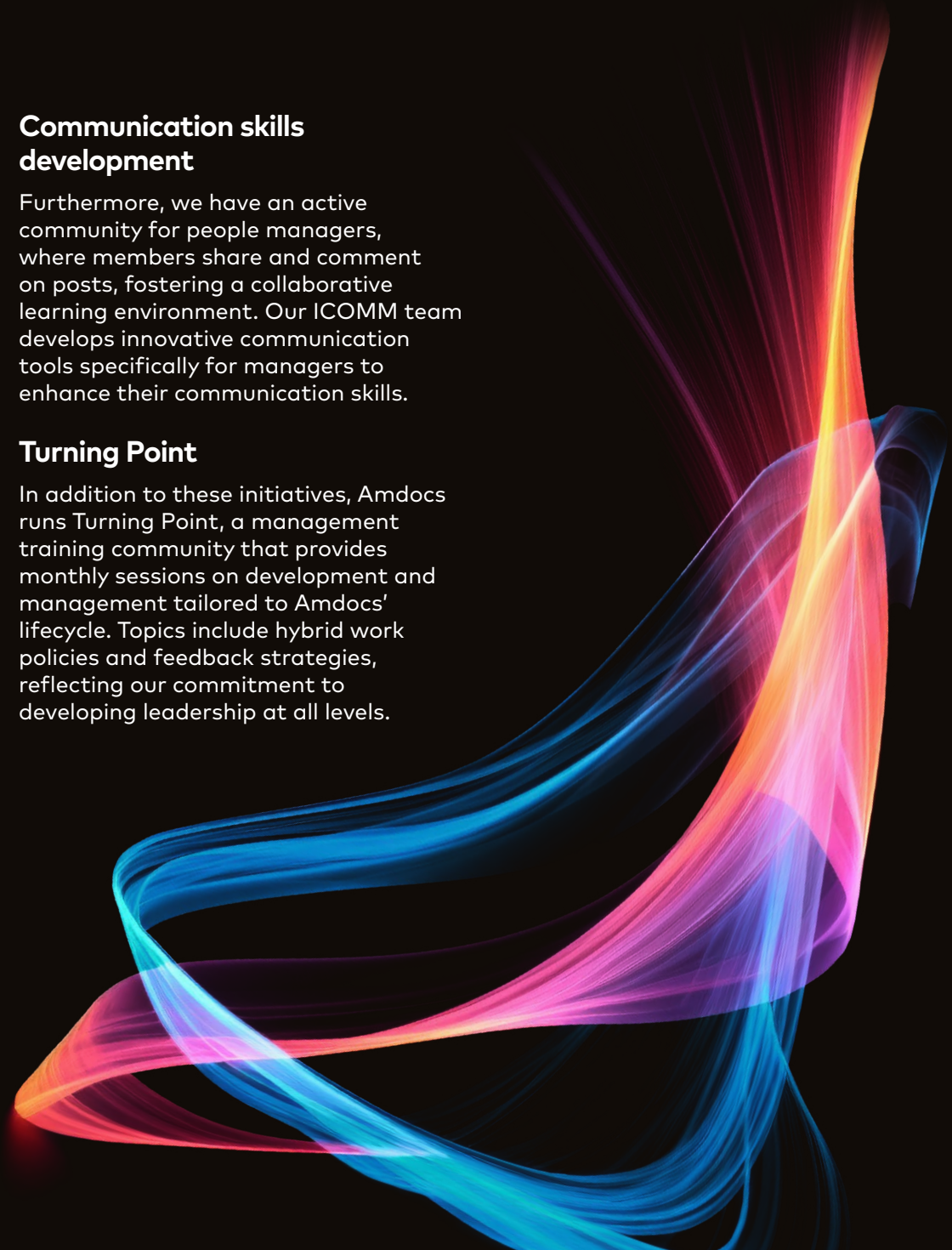
In FY2022, Amdocs introduced Managing @ Amdocs Academy, a new development initiative designed to enhance the leadership skills of new managers and team leads. With a focus on role clarity, team motivation, and effective engagement, the initiative included 50 programs attracting over 800 participants. It included live sessions led by Amdocs' expert leaders to seamlessly blend professional growth with daily tasks. The initiative, beneficial for both new and seasoned leaders, laid the groundwork for FY2023's expansion, offering over 75 programs and engaging 1,100+ participants, with a strong emphasis on in-person interactions. Feedback from the participants was exceptionally high and positive.

#### **Communication skills development**

Furthermore, we have an active community for people managers, where members share and comment on posts, fostering a collaborative learning environment. Our ICOMM team develops innovative communication tools specifically for managers to enhance their communication skills.

#### **Turning Point**

In addition to these initiatives, Amdocs runs Turning Point, a management training community that provides monthly sessions on development and management tailored to Amdocs' lifecycle. Topics include hybrid work policies and feedback strategies, reflecting our commitment to developing leadership at all levels.



### 2.3.7. Performance Management Process (PMP)

Performance Management Process (PMP) is Amdocs' annual review and assessment process conducted by each individual employee together with their manager. The objective is to encourage a culture of open dialogue to help develop our employees' current (and future) capabilities, talents, and achievements.

Over the past year, we have redesigned PMP to enhance its efficiency as an assessment tool by:

- Improving how we identify our talent segments
- Better aligning employees' day-to-day activities with the company's strategy
- Improving the process' potential ability to better engage and motivate our people

The performance review starts with the employee preparing a self-evaluation, focusing on setting and/or assessing the achievement of annual goals, as well as capability development (the "how"). This evaluation is then reviewed, and feedback is provided by the manager, followed by a discussion between the employee and their manager.

Our most recent performance management process shows improved results compared to previous years, including:

- Employees demonstrated increased engagement in self-assessment and setting personal goals
- A notable 53% of personal goals were systematically measured in FY2023
- An impressive 90% of managers consistently provided feedback regarding goal achievements and evaluated employee capabilities
- High performers were distinctly recognized, comprising 15.4% of the workforce

In addition to our annual discussions, we have introduced regular "check-in" touchpoints between managers and their team members. These are scheduled at least twice a year to augment the annual Performance Management Process (PMP). The goals of these check-ins are to set new objectives, engage in personal development conversations, and provide continuous feedback and support. Continuous feedback is available throughout the year, while development check-ins occur biannually. These initiatives culminate in our comprehensive annual performance review at the year's end.



## 2.3.8. Internal mobility & career development

### 2.3.8.1. Harmony program

We have strengthened our internal career opportunities processes, encouraging employees to enhance their "brand" by offering various workshops to prepare them for internal interviews and selection processes. Additionally, we urge hiring units and managers to consider potential talent from within Amdocs and work with HR leads to open internal opportunities for internal candidates.

Transparency about open positions is available to employees through various platforms such as our intranet site, our Applicant Tracking System (ATS), and our weekly internal newsletter, sent to every region. These include information about open opportunities by region, as well as global relocation opportunities. Employees apply directly on the ATS system, and their resumes are tracked and submitted to the relevant hiring managers.

In April 2023, we launched phase 1 of the Harmony program, launching the Career Hub, an artificial intelligence-based platform for all opportunities available to employees based on their aspirations, skills, and suitable job opportunities.

By creating a profile, the tool identifies the employee's skills and recommends open positions, sometimes recommending positions they may have not considered before. It is an entirely new experience, eliminating the need to search for jobs based on titles and lengthy job descriptions.

As part of the roll out, certain aspects of the mobility process were also improved, ensuring an employee has transparency over where they are in the process, the timeframe for receiving answers, and even information related to being released from their current role.

### Phase 1 achievements

Phase 1 of the program significantly boosted internal job placements to 46% by enhancing the visibility of open roles and leveraging our Career Hub to intelligently match employees with suitable opportunities. Additionally, these improvements helped reduce the time needed to fill positions by 23%, effectively streamlining our hiring process.

### Phase 2 launch

December 2023 saw the launch of Phase 2, which allows employees to visualize their career paths and access GenAI-recommended development plans tailored to their career goals. This phase also enables managers to identify

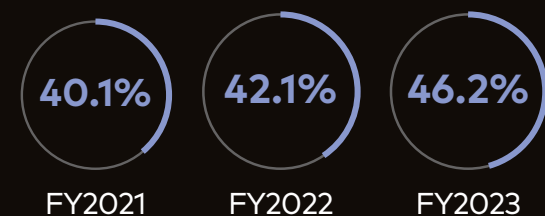
team skill gaps and create customized development plans, further supporting individual career advancement.

### Policy changes

We have updated our career progression policies to allow employees to apply for new positions after one year instead of two, facilitating faster career development. Moreover, the company can now extend job offers directly without formal applications, simplifying the internal movement process and encouraging more dynamic career growth.

These updates aim to maintain a supportive work environment by optimizing our programs and policies to better meet and exceed our employees' professional and personal growth aspirations.

### Percentage of our positions filled internally



### 2.3.8.2. Employee Career Center

The Employee Career Center, an important addition to our holistic employee journey, offers career coaching to equip employees with invaluable insights from certified, in-house coaches. In its initial phase, 155 employees across various seniority levels benefited from tailored coaching.

As a result, 30% of these participants achieved internal career mobility, with 62% excelling in their new roles. Our career coaches, who are seasoned Amdocs employees, not only support their colleagues' growth but also enrich their own professional skills. The program is supported by a comprehensive ecosystem that includes internal communications and standardized training processes.

Serving as a global resource, the center engages employees from all regions.



## 2.4. Health and safety



Amdocs strives to ensure that every employee, visitor, and on-site contractor enjoys a safe and healthy work environment. We believe this is achieved by adopting, implementing, and continuously improving our occupational health and safety program and management system. According to the [Amdocs Environment, Health & Safety \(EHS\) Policy](#), applicable to Amdocs' entire operations, employees and contractors under the company's supervision, our main focus and commitments in this area are to:

- Provide a safe and healthful workplace to prevent accidents and work-related illnesses by implementing controls in order to mitigate hazards to acceptable risk levels
- Increase awareness among our people to safety and occupational health
- Prepare and respond to emergencies for the protection of our people and property
- Promote employee engagement and consultation in order to continually improve our overall EHS performance

Our global EHS management system, accredited by the international ISO 45001:2018 standard, is designed to

support and manage Amdocs' key environmental, health, and safety aspects, allowing us to adjust our tools and methodologies accordingly. Our ISO 45001 accreditation covers 71% of our operational facilities, representing approximately 99% of Amdocs employees at our business operations.

To maximize performance, we conduct:

- Performance self-assessments
- Hazard identification and risk assessments
- Environmental reviews
- Compliance assessments on environment, health, and safety regulations
- Operational control checklists
- Emergency drills
- Internal audits, inspections, training, and awareness programs
- Set targets, prioritization, and action plans

Indicators	Unit	FY2020 actual	FY2021 actual	FY2022 actual	FY2023 actual	FY2024 goals
SIF (Serious Incident or Fatality)	#	0	0	0	0	0
DART Rate <sup>1</sup>	Rate	0.012	0.036	0.021	0.044	Max 0.035
Severity Rate (Total number of lost days / total number of recordable incidents)	Rate	8.5	12	3	27	Max 8

1. The DART Rate was developed by OSHA to give a better idea of the impact of an employee-involved incident. The acronym stands for "Days Away, Restricted or Transferred" and we calculate it by: Total number of lost time injury events x 200,000/total hours worked.

In FY2023, Amdocs set ambitious health and safety goals, including a maximum DART rate of 0.026 and a maximum Severity Rate of 8. However, we faced challenges in achieving these targets due to several significant factors. The primary cause was the official opening of our new site in Israel, which led to an increase in health and safety issues. The substantial number of people using the site required numerous adjustments once it became operational. These included implementing new safety protocols, making infrastructure improvements, and managing logistical challenges.

### 2.4.1. Our health and safety goals for FY2024

Amdocs has set the following targets for FY2024:

**1. Achieve zero SIF (Serious Incident / Fatality)**

**2. Reduce work-related lost time accidents**

- Lost Days Due to Work-Related Accidents – maximum 0.035 DART
- Reduce lost days due to work-related accidents – maximum 8 Severity Rate

Besides Amdocs' quantitative H&S targets, we also set annual qualitative targets to increase ergonomic

awareness and growth in ergonomic adjustments. Our employees are mostly office-based, working in front of their computers. While we provide ergonomic equipment, such as chairs and standing desks, we understand the importance of awareness and knowledge of ergonomic principles. Since FY2023 we have been working on an ergonomic e-learning and simplifying ways that our employees worldwide can reach out to obtain ergonomic equipment and support. As such, we provide our employees with individual consultations with an ergonomic specialist, helping them reduce the risk of repetitive strain injuries and improve their day-to-day workstation comfort.

In 2023, we focused on ensuring compliance for emergency preparedness at all sites. This included establishing, renewing, and refreshing trainings for our volunteers Emergency Response Teams (ERT) at each location for first aid and fire safety. As part of our efforts, we conducted a comprehensive update of our emergency preparedness program, refreshing and updating all procedures. We standardized templates across all sites to provide consistent guidance and support for employees, and updated our emergency preparedness materials to enhance clarity and accessibility. This comprehensive approach was prioritized throughout the year, resulting in the successful implementation of these updates at all sites.

In addition to our qualitative and quantitative targets, from FY2024 onwards, we are implementing further actions on the following Occupational Health and Safety programs in place:

- Continuously expand health, safety, and medical support to all Amdocs employees
- Partner with our suppliers and contractors to improve safety, offering trainings, guidelines, and collaborating to integrate action plans to reduce OHS risks. For example, our focus on slip, trip, and fall prevention
- Enhance event safety by standardizing processes, guidance and approval across all regions and sites

### 2.4.2. Road safety

To help keep our employees safe on the road, we run a road safety project currently available in Israel and India, which includes practical driving instructions, road safety lectures, cautious driver contests, and educational materials. Since 2018, 100% of Amdocs' Israel fleet has been equipped with a Mobileye vision technology system for advanced driver assistance and safety. In FY2023, we held 4 practical driving training sessions, with 40 employees in Israel participating. This training focuses on improving driving behavior, including how to avoid becoming distracted.



## B. Our communities

### Our vision:

**To empower positive social transformation, leveraging our expertise and influence, to create a more sustainable and inclusive world.**

### Our mission:

**To foster a more equitable society through collaboration, unwavering commitment and the use of our skills, knowledge, expertise, and passion.**

## 2.5. Digital inclusion

### MAKE AN IMPACT

**Be a part of an organization that connects billions of people worldwide, helping advance society, and creating a more inclusive and connected world.**

As we are living in the era of digitalization, the concept of digital inclusion has a significant position in Amdocs as a sustainable topic. It is a vital technological consideration for our products and at the same time, a focus pillar in our corporate social responsibility strategy. We recognize digital inclusion is a material topic and thus is embedded at the heart of our strategy. The digital divide exists in diverse levels and forms in the community.

In Amdocs, we strive to bridge the digital divide and make the benefits of digital transformation accessible to everyone, regardless of geographical location, socio-economic status, or technological proficiency. Digital Inclusion has been integrated into our philosophy, and we believe that the opportunities of technology should serve as a catalyst for the progress and collective empowerment of society.

At Amdocs, we foster digital inclusion in our operations on a holistic approach, through our products portfolio, customer engagement and community activities that we implement. Through a comprehensive strategy, which includes both internal and external initiatives, we aim to achieve a positive impact and contribute to global and local issues around this topic.



## 2.5.1. Digital inclusion as a practice

### Vision:

To use our skills, experience, and passion to bridge the digital divide, by promoting equitable access to information communication technologies all over the globe, and widespread inclusion in the new opportunities of the digital era.

### Digital Inclusion Committee:

A significant milestone towards our digital inclusion strategy was the establishment of the Digital Inclusion Committee in 2023. This committee comprises representatives from all units within the company, ensuring diverse perspectives and expertise are brought to the table. The committee's primary role is to oversee the Digital Inclusion strategy, initiate various programs and initiatives, provide suggestions for future activities, and promote digital inclusion as a principle in our operations.

The Digital Inclusion Committee plays a pivotal role for all employees through their involvement and execution of these critical initiatives. The executives' ownership and responsibility for this topic demonstrate its significance among our people and ensure a more profound and sustainable impact on the efforts of the Digital Inclusion Practice. All programs and initiatives are designed in alignment with Amdocs' overarching vision and mission.

Executive sponsorship for the Digital Inclusion initiatives is:



### Harel Givon

Division General Manager of Amdocs Israel  
Division President, EMEA, India & Vodafone Global Amdocs

### Global Digital Inclusion Pillars:

Digital Inclusion stands as a cornerstone of our sustainability endeavors. To guarantee the efficacy and alignment of our initiatives, specific focus pillars have been established. Each of our programs intersects with at least one of these pillars, aiming to drive meaningful positive change. The primary pillars are:

- Accessibility & connectivity
- Digital literacy
- Tech employability
- Sustainability through technologies

The various initiatives are implemented either through CSR programs or via the integration of this topic into our Products and Services principles.

## 2.5.2. Integrated into CSR initiatives

At Amdocs, enriching lives and progressing society for a better-connected world is our mission statement and guiding principle. We view CSR as a core philosophy deeply embedded in our ethos, not merely a mandatory directive. Our goal is to make this a natural aspect of our way of life, integrating ESG principles into our CSR activities.

The primary focus of our CSR initiatives is to achieve positive impact and empower our communities. By closely examining the needs of our beneficiaries, we aim to maximize the positive outcomes of our efforts.

Amdocs is transforming our CSR framework. Moving forward, our CSR initiatives will primarily concentrate on digital inclusion, which will receive 70% of our focus, alongside a dedicated commitment to our communities, accounting for the remaining 30%.

Our revamped strategy addresses the digital divide, emphasizing four main pillars of digital inclusion: Accessibility and Connectivity, Digital Literacy, Technology Employability, and Sustainability through Technology.

Aligned with our commitment to our communities, our efforts will focus on making a significant impact through social work, supporting minority groups, upholding our environmental commitments, and providing disaster relief.

Amdocs champions making a significant impact through four primary vehicles: **volunteer activities, technology development for social matters, customer partnerships, and resource investment.**

Our **volunteer units** harness the passion and commitment of our employees, engaging them in activities that directly benefit the communities we serve.

In the realm of **technology development**, our employees apply their expertise to create innovative solutions that address social challenges, demonstrating our belief in the power of technology for good.

Through **customer partnerships**, we collaborate to tackle global issues, understanding that collective efforts are essential for meaningful change.

Lastly, our **resource investment strategy**, involving both CSR initiatives and support for various organizations, reflects our commitment to contribute not just our time and skills, but also financial resources to support worthy causes.

Together, these vehicles form the backbone of Amdocs' approach to making a lasting, positive impact in the world.

More about our CSR initiatives and programs about this topic in [2.7.1 Community engagement projects](#).

### 2.5.3. Products and services that help to promote digital inclusion

For Amdocs, digital inclusion goes beyond philanthropic and CSR activities – it is intrinsic to our business and a key principle in our product and service design. Our industry plays a critical role in promoting digital inclusion worldwide with its direct impact on connectivity and accessibility. It is also in a position to change the availability and affordability of digital technologies, including for those who may otherwise be excluded due to economic, geographic, or social barriers. Examples of products and services which help to promote digital inclusion include:

- **Promoting connectivity:** by helping our customers accelerate the launch of new services, like 5G FWA, increasing wireless network reach and capacity, with Amdocs Network Orchestration.
- **Promoting accessibility:** by helping our customers design customer-centric and segment-specific user interfaces to comply with accessibility regulations such as ADA, with Amdocs Guided User Interface experience-led service.
- **Promoting future employability:** by allowing our customers to enable points of sale agents to sell online from home with, Amdocs Payments Suite.
- **Promoting digital offerings:** by enabling our customers to easily onboard new eSIM equipment manufacturers and to easily activate new eSIM devices, with the Amdocs eSIM Cloud Platform.
- **Accessible UI:** Amdocs follows UI implementation design principles across its Apps and products as well as its Low-code Experience Platform that enables building UI/UX. That includes a color palette, fonts, contrasts, and indications, defined by Amdocs UX experts to meet accessibility guidelines. Lately, with the Introduction of Generative AI, Amdocs is adding copilot capabilities and automatic resolutions to its applications, and that as well makes the experience much simpler and accessible. Amdocs continuously improves accessibility for the benefit of all users as part of its product evolution roadmap.

The cloud offers additional advantages on top of the digital Inclusion benefits enabled by product and service functionality and is a key investment area for us. With more than 60 cloud products and services, we help our customers move systems and data to public-cloud data centers and operate there. As a result, they are also improving their ability to promote digital inclusion with the increased availability, scalability and TTM advantages enabled by cloud technologies.

Last year, Amdocs and Microsoft joined forces to introduce a new Customer Engagement Platform that combines best-in-class cloud, AI and telco technologies for a seamless consumer and enterprise experience. The new platform will empower communications service providers to improve their engagement and end user experiences and journeys across all channels and applications, streamline business processes, monetize innovative 5G use cases and accelerate the move to the cloud while leveraging the world's leading AI capabilities.



## 2.6. Tech for Good platform

Amdocs strives to use its knowledge, creativity, and technology not only in our products but also in our social projects that enrich lives and advance society and communities. Our Tech for Good platform was established to address social and environmental challenges through technology and digital inclusion. Uniquely, we look for pressing social issues relevant to Amdocs' sustainability strategy and then work with partners, including communications service providers (CSPs), NGOs, local government, academia, etc., to develop and implement new technological solutions that address these issues with maximum possible impact.



## 2.6.1. Framework

Amdocs encourages employees, local non-profit organizations, and CSPs to propose social and environmental issues that we could address. To complete the partnership triangle, Amdocs seeks suitable external stakeholders, such as CSPs, local NGOs, and government bodies, who have expert knowledge about the issue. These stakeholders help explain the project's IT and non-IT requirements, identify the target population or beneficiaries, and propose practical solutions.

The goal is to develop a technological tool that enables the community itself to contribute to resolving the issue. To achieve this, a technical team of volunteers is established to develop the solution based on the inputs and local knowledge provided by our partners.

## 2.6.2. Case studies

Following previous years' case studies, we continue delivering impact through these programs. This year, we are presenting the following new cases:

### **Nature Surfer**

In Cyprus, Amdocs volunteers' partner with Terracypria, an NGO dedicated to environmental conservation. Together, they operate the Cyprus Environmental Studies Centre. The volunteers are developing a digital data platform that provides easily accessible scientific information about various species of trees, animals, and ecosystems encountered on nature trails in Cyprus. This innovative solution promotes environmental awareness and contributes to conservation and sustainability efforts among both citizens and tourists who visit these trails.

### **Advancing community impact through technology**

As a leading technology company, Amdocs is dedicated to advancing and contributing to the communities in which it operates. We leverage our employees' professional skills to create significant social value and engage in numerous projects to achieve this goal.

One such project, "Sultana," epitomizes our commitment to "tech for good." Amdocs has been operating in the city of Sderot, Israel for about 20 years, deeply integrated into the city's public systems. At the onset of the war, Sderot's city education department manager requested our assistance in building a system to help social workers map and track the status of teenagers evacuated across the country.

An Amdocs team rapidly developed a system to monitor at-risk youth, document meetings with teenagers, maintain their profiles, and manage multiple user levels, including a secure database. This initiative, implemented by a diverse team of Amdocs employees, exemplified the power of collaboration between Jewish and Arab employees.

The system documented hundreds of teenagers, providing crucial support to social workers. The most touching impact was shared during a summary call with the Sderot municipality: social workers were able to locate a girl in a hotel in Eilat who had not been leaving her room. She was found to be in a severe state of anorexia, and thanks to the system, timely intervention and treatment were possible.



## 2.7. Corporate citizenship and community projects

At Amdocs, our mission is to enrich lives and advance society for a better-connected world. This mission serves as both our statement and guiding principle. Our commitment to Corporate Social Responsibility (CSR) involves methodically designing and implementing initiatives that align with our core pillars of sustainability. We place significant emphasis on engaging the Amdocs volunteer community in these endeavors.

Central to our strategy are the pillars of Digital Inclusion, Employability, and Environmental Stewardship. Diversity and Inclusion parameters are integrated into the design and implementation of our CSR activities. We are dedicated to making a positive impact on diverse groups, including ethnic and racial minorities, women and girls, individuals with disabilities, refugees and migrants, and economically disadvantaged communities.

### 2.7.1. Community engagement projects

At Amdocs, community engagement is a top priority. We actively encourage our employees to participate in various community activities throughout the year, facilitated by dedicated champions across the globe who proactively create initiatives. While digital inclusion remains our central focus, we also engage in other community commitment activities. Here are some examples of the initiatives:



### 2.7.1.1 Digital inclusion CSR initiatives

#### Accessibility & connectivity:

- In Dallas, Texas, Amdocs Black Professionals ENG (BPENG) established the first technology lab for students and staff at The King's Academy in Dallas. This non-profit private school, located in an often-overlooked area south of downtown Dallas, TX, now features 13 workstations equipped with monitors, laptops, and other tools to help propel students into the future. This initiative aims to enhance digital accessibility.
- In the Philippines, our Amdocs team participated in the Adopt a School Program in San Leonardo, Nueva Ecija. We provided IT assets to 10 schools, conducted a three-month webinar series on both technical and non-technical topics, and coached students at NEUST to become proficient in cloud technology. This effort to improve digital accessibility included technical mentorship for AWS certification for 20 students.
- In India, recognizing the importance of digital skills, we renovated computer labs in five schools, benefiting 400 students. These students received computer classes conducted by Amdocs volunteers in FY2023 and 24, significantly improving their digital literacy and preparing them for future challenges.
- At Amdocs, we recognize that accessibility is a crucial goal. One of the primary avenues we pursue to achieve this is through equipment donations. In the current year, we proudly donated 2,000+ laptops and other essential devices / equipment. These contributions have empowered numerous schools, non-profits, and individuals, enabling them to harness technology effectively.

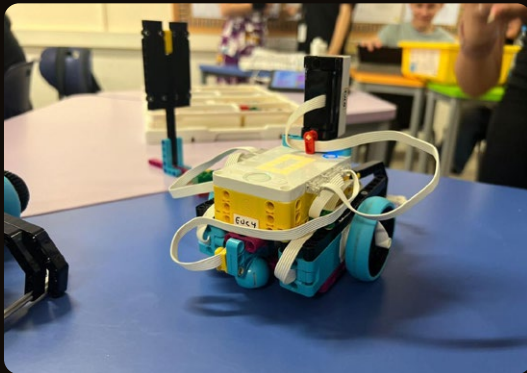


#### Mobile World Congress (MWC) 2023 donation campaign\*

- Amdocs funding has been a driving force in a revolutionising education access in low income communities. 1,100 students between 12 -18 years accessed the internet for 4 months under the connectSTARS initiative connecting them to digital education. We tracked and reporting each student's progress to understand the impact of internet access on their educational journey.
- Amdocs participated in connecting 4,000 Central American refugee families along the "hospitality route" in Mexico to free connectivity for a critical 3 month period as they find their feet in a new country. 60k GBs of free data and nearly 500k free minutes were consumed enabling refugees to navigate where they are heading, stay safe, access critical information and reconnect with loved ones. From staying informed about legal rights and healthcare resources to accessing educational opportunities and job listings, connectivity opens allows essential services and pathways to stability.

\*This is an amendment for the information which was previously reported in Amdocs CSR & ESG Report FY2022- June 2023 in paragraph "Mobile World Congress (MWC) campaign". This corrected information as presented within the FY2023 report represents the use of the program funds that were collected during MWC23.





### Digital Literacy:

- Amdocs is dedicated to promoting digital literacy globally, with a special focus on engaging future generations in **robotics**. This year, we initiated a project in Mexico and expanded it to regions including Dallas, Atlanta, Ontario, and Cyprus. The project's success is due to our collaboration with local non-profits and the use of proven methodologies like the Lego Education Programs. These programs engage children in hands-on STEM education through building robots, in partnership with First Robotics communities worldwide. With Amdocs' support, over 1,000 boys and girls in vulnerable situations learned about robotics, increasing girls' participation, and promoting gender equity.
- We also host events at our offices where students involved in robotics projects, along with children of our employees, learn about Amdocs. For more details on the Lego Education Robotics program, refer to the case study in section 2.5.4.
- In celebration of Black History Month 2024, Black Professionals Employee Networking Group partnered with Turner Construction for a LEGO building and robotics competition. Following the establishment of a technology lab at The King's Academy in August 2024, our group aimed to continue the STEM journey by creating a robotics competition. Younger students built moving LEGO structures, while 5th and 6th graders, with guidance from their coaches, assembled and programmed 300-piece robots using a special app.
- In **India**, Amdocs provided STEM education, remedial education, and mentoring to over 6,000 students. We also offered digital literacy training to more than 7,800 students and vocational training to over 1,000 young people. Among the 1,500 women trained in digital literacy, 150 successfully started their own businesses or secured employment after completing the program.
- Amdocs developed the "Yes, We GEN Toolkit" as part of a **global initiative** to teach AI to children, the elderly, and individuals in underprivileged situations worldwide. Launched in March 2024 to commemorate International Women's Day, this project empowers employees globally to educate diverse communities about AI. The toolkit is available to anyone, both within and outside Amdocs. Throughout 2024, we are actively promoting the toolkit in various countries, partnering with different NGOs and schools to expand its reach and impact.

### Future employability:

#### **Empowering Women Through Digital and Financial Inclusion: The Cometa Program**

##### *Mexico*

Amdocs is dedicated to promoting digital and financial inclusion through this program, which has impacted over 2,000 people. This initiative successfully provided training to over 1,500 women and 500 men in vulnerable situations, equipping them with essential skills and knowledge to improve their livelihoods and foster a more inclusive society.

In Mexico, where 4 out of every 10 women between the ages of 15 and 17 do not attend high school and 59.2% of women did not use a computer in 2021, Amdocs took steps to help bridge this gap. When Amdocs conducted the survey to measure organizational health and engagement (OHI), for every employee who participated, Amdocs donated one hour of digital and financial inclusion training to women in Mexico.

This effort allowed us to partner with and support a program focused on empowering women to fight poverty.

Empowering women has always been a priority for Amdocs. Our initial target was to reach 1,000 women, but thanks to the active participation of our employees and Amdocs' commitment, we supported 1,709 women and 572 men, resulting in 16,401 hours of training. To celebrate their achievements, we invited several beneficiaries to our offices for a special event.

#### **Corporate Bootcamp: Supporting Israelis of Ethiopian origin Israel**

Amdocs is deeply committed to fostering diversity and inclusion, recognizing the immense value a diverse workforce brings to creativity and innovation. In 2023, Amdocs launched a Corporate Bootcamp specifically targeting Israelis of Ethiopian origin, a group significantly underrepresented in the tech industry. This initiative aims to leverage untapped talent and support the growth of a diverse high-tech workforce.

The bootcamp screened 300 candidates through NGO partners, narrowing it down to 20 participants. From July to September 2023, these participants engaged in weekly sessions focused on soft skills and hands-on projects, guided by 114 mentors from seven corporate units.

As a result, three participants are now employed at Amdocs, with three more in the hiring process, and two have secured jobs outside Amdocs with the company's support. This program not only empowers marginalized communities but also enriches Amdocs' workforce, demonstrating the positive impact of inclusive corporate practices.



### Amdocs' commitment to upcoming generations

Amdocs is dedicated to supporting and empowering the next generation through various educational initiatives and programs. By providing students with the necessary tools and knowledge, Amdocs aims to foster a future workforce equipped with essential digital skills and capabilities. Key initiatives include:

#### Software Quality Seminar

##### *Brazil*

Amdocs conducted a seminar for 50 university students in Brazil on writing quality software using automated tests. This seminar enhanced the technical skills of students and prepared them for careers in software development.

#### Edutech Caravan Program

##### *Philippines*

Amdocs visited 10 universities and colleges in the Philippines as part of the Edutech Caravan Program. This initiative promoted digital literacy and inspired students to pursue careers in technology, providing them with the necessary knowledge and tools to succeed.

#### Saturday Club for Hobbies and Extracurricular Activities

##### *India*

The Saturday Club initiative has been a creative outlet for students, encouraging hobbies and extracurricular activities. Impacting 300 students in fiscal year 2024, this program contributed to the well-rounded development of students, enriching their school experience beyond the traditional curriculum.

### Unistream

#### *Israel*

During 2024, Amdocs partnered with Unistream and the Toronto Foundation to establish a new entrepreneurship center in Sderot, investing \$250K annually for three years. This year marks the third consecutive year that Amdocs Sderot has supported "Unistream," a transformative one-year entrepreneurship program. Each year, this program trains approximately 2,000 youth in business entrepreneurship and financial education, providing a unique opportunity for young people to gain a comprehensive understanding of the entrepreneurship process through practical experience, guided by senior mentors from the business world.

Participants acquire invaluable skills that will serve them well in their future careers. In the program, five groups of youth create startups, progressing from the initial idea stage to full business development. They gain essential knowledge and tools needed for success and integration into senior positions in the business and entrepreneurship sectors. In 2023, two notable events took place: the innovation championship, where teams showcased and demonstrated unique ideas, and this year's project, where two teams competed for the Crowd Favorite category. As part of Amdocs' commitment to reducing gaps and expanding technological knowledge among the youth in Sderot, an entrepreneurship center will be established in the city next year.

### 2.7.1.2 Promoting gender equality in STEM

Over the past few years, Amdocs has partnered with various non-profit organizations worldwide to champion gender equality in science, technology, engineering, and mathematics (STEM).

#### **SHAVOT project**

*Israel*

At Amdocs, we are dedicated to promoting gender equality and have partnered with the "Shuv" association to launch a program for Jewish and Arab girls. This initiative includes a "Shuv" group in Sderot and "Shuv Together" in Ramla. Through this program, Amdocs employees engage with the girls, introducing them to the vast technological opportunities available for their future careers. Our team inspires these young women, showing them that the sky is the limit if they set their minds to it. Together, the girls are driving change in society and contributing to each other's safety and empowerment. Equality is an essential part of the future; it cannot be otherwise. It is crucial to allow children to break through their barriers. At Amdocs, our motto is clear: The Future is Equal!

#### **Breaking the Glass Ceiling**

*Israel*

Amdocs is proud to be part of a transformative program promoting gender equality among female students in technology studies. For the eighth consecutive year, our company has committed to encouraging excellence and bridging the gender gap in the technological sector, especially in peripheral areas. This dedication is evident through our active engagement with around 60 female students from the Hashmonaim School in Bat Yam, where Amdocs employees introduce these young women to the high-tech world. These interactions are designed to inspire and empower them to pursue careers in technology, providing crucial insights and tools necessary for their success.

During our meetings, Amdocs representatives focus on equipping the students with essential project management tools and helping them understand the practical aspects of the technological employment sector. These sessions are not just theoretical; they impart practical skills that the students can apply in real-world scenarios, enhancing their understanding of effective project management. Additionally, we aim to demystify the high-tech industry, making it more accessible and appealing. By engaging with and empowering the next generation of female technologists, Amdocs hopes to make a lasting impact on the industry, contributing to a more diverse and inclusive future.

#### **Students STEM Education Enhancement**

*India*

In India, our STEM sessions in partner schools are designed to encourage a scientific temperament and make science engaging and enjoyable. Through activities involving science kits and practical experiments, we reached 1,300 students in FY2023 and FY2024, enhancing their interest and understanding of scientific concepts.



### 2.7.1.3 Annual celebration community programs

#### Giving Week

##### North America

A core belief at Amdocs has always been to foster volunteerism by giving time and energy to those who are less fortunate. Together, we believe in promoting well-being and sustainability in our own communities. In the spirit of the global movement of "Giving Tuesday," Amdocs held our second annual "North America Giving Week". In just 5 days, over 400 Amdocs employees across Canada, the United States, and Mexico volunteered in 18 different cities, leading 40 initiatives, and impacting thousands of lives. These initiatives included:

- Promoting science, technology, engineering, the arts, and mathematics (STEAM) education for children
- Sharing knowledge about robotics
- Hosting clothing and food donation drives
- Mentoring students
- Environmental conservation efforts
- Preparing food for the needy
- Creating crafts to show support
- Donating blood



### Joy of Giving India

CSR volunteers in India come together every year in October to celebrate the spirit of giving back to society as part of "Joy of Giving". The driving force behind the program's success is the prominent level of employee participation, the vibrant energy, and the invaluable contributions of family members dedicated to making a meaningful difference. In FY2023:

- 30 events were held in Pune and Gurugram, mobilizing over 200 volunteers
- A significant engagement of 5,200 employees and their families, successfully raised over \$20,000
- A series of fundraising initiatives spanning three weeks featured sports competitions, art auctions, and food stalls

### Blossom Marathon India

During FY2023, Amdocs proudly supported the Blossom Marathon, fostering community spirit and promoting a healthy lifestyle. We encouraged our employees and their families to join us in this annual event and as a result, we achieved:

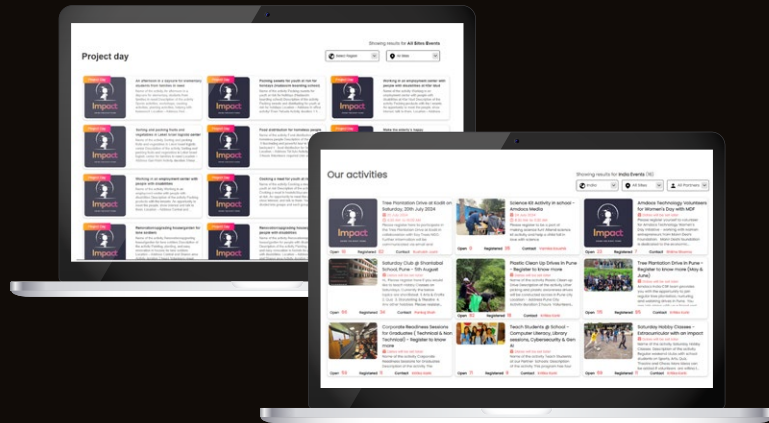
- **Shoe Donations:** 2,063 pairs of running shoes were donated to students from 10 schools
- **Fundraising:** \$21,000 was raised for Run4Sports through the registration of 2,800 employees and their family members
- **Participation:** 600 students and teachers from partner schools participated in the Blossom Marathon in Pune
- **Volunteer engagement:** Volunteers contributed by managing the route, distributing food, performing music, face painting, and cleaning up the venue post-event





## 2.7.2. Our CSR portal

Our Amdocs CSR portal is our dedicated management platform for the whole community relations program. It's an electronic tool that provides capabilities and functionalities for the CSR Management team, the volunteering community, and the overall governance of the practice. Data that can be found on the platform includes invitations and registration to volunteering activities, impact achieved and sustainability strategic pillars relevant to each initiative.



## 2.7.3. Philanthropic contribution

Our philanthropic contributions are directed towards pivotal cases where we recognize both the profound nature of the need and the urgency to respond. In 2023, Amdocs' corporate citizenship and charitable donations totaled \$1,463,061 and we extended our support by donating over 11,229 laptops, IT equipment and furniture to individuals in need.

## 2.7.4. War in Israel

Amdocs stands with the Israeli people, and we are committed to supporting our community during crises. During the challenging times in Israel since October 7, 2023, we have taken significant actions to support those affected.

### Housing and immediate support

On October 7, 2023, we relocated around 80 families from Sderot to the Ramada Hotel in Netanya, providing full accommodation, daily meals, and office facilities. We also offered accommodation for employees and their families from the northern regions in various hotels.

### Employee support

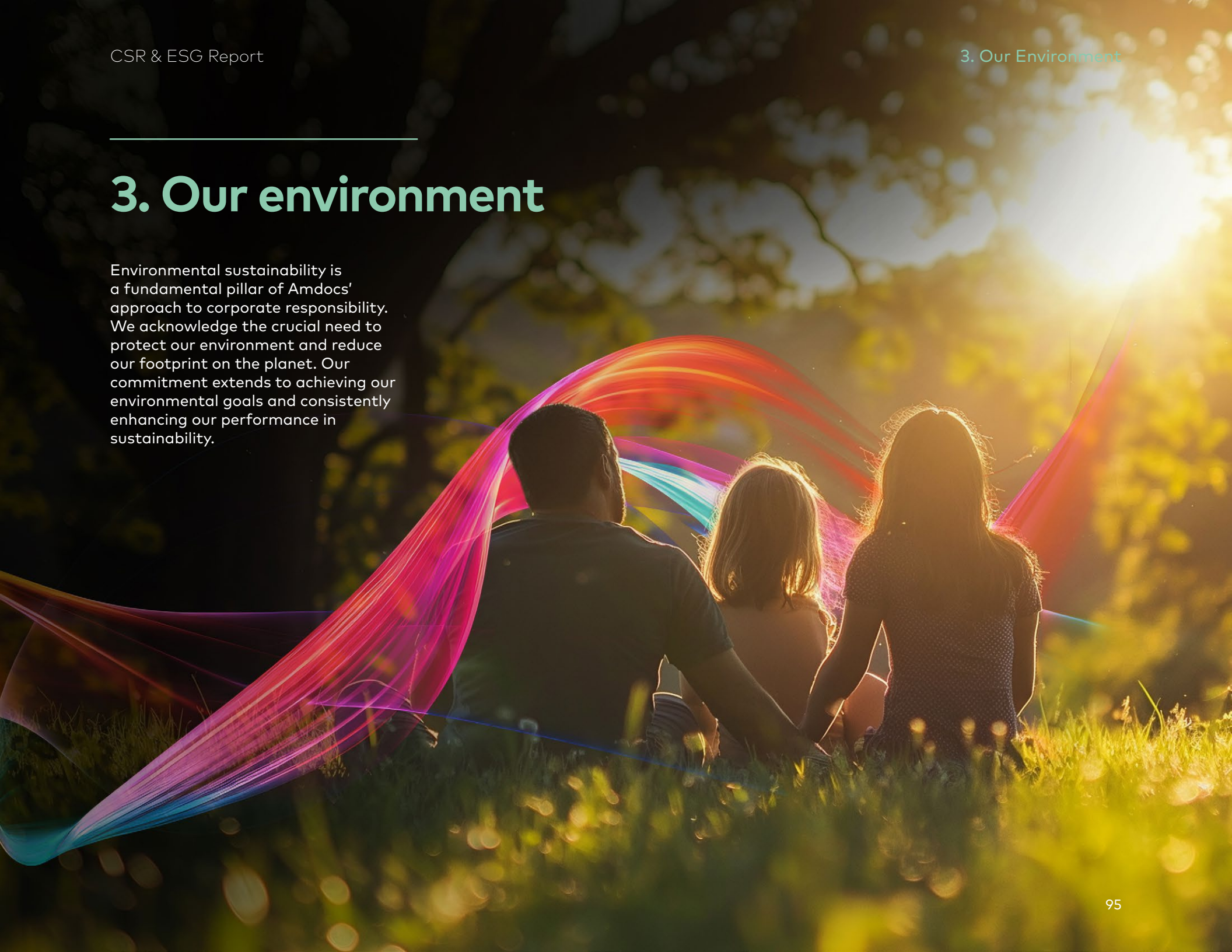
Our HR department set up a hotline to address employees' needs and concerns, working with company management to adapt activities accordingly. We trained managers to handle employee concerns while maintaining global customer service. The Amdocs van toured across Israel to check on evacuated workers and address their needs.

### Community support and donations

- Over 1,000 employees volunteered more than 7,000 hours
- Provided digital support for remote participation in funerals
- Donated musical instruments to evacuated populations and wounded soldiers
- Set up donation warehouses for clothing, and equipment for evacuees
- Donated over US\$323,150 to mental health organizations, hospitals, and community initiatives
- Donated over 400 laptops, 4,000 chargers, and flashlights to evacuees
- Established farmers' markets at our Ra'anana campus, focusing on suppliers from conflict areas, and purchased fruit and vegetable boxes for evacuees

## 3. Our environment

Environmental sustainability is a fundamental pillar of Amdocs' approach to corporate responsibility. We acknowledge the crucial need to protect our environment and reduce our footprint on the planet. Our commitment extends to achieving our environmental goals and consistently enhancing our performance in sustainability.





## 3.1. Environmental management



Amdocs is dedicated to preserving natural resources in our operations by aiming to reduce our consumption of energy, materials, and water, and by minimizing pollution through the reduction of greenhouse gas emissions and landfill waste. Our Global Environmental, Health, and Safety (EHS) management system seeks to aid and oversee Amdocs' significant EHS risks and opportunities, enabling us to refine our tools and methods as needed.

We are certified under the ISO 14001:2015 environmental management system certification across our global operations, a testament to our commitment to environmental stewardship. Under this certification, Amdocs diligently measures and reports on critical metrics such as greenhouse gas emissions, and the consumption of energy and water.

Our ISO 14001 accreditation encompasses around 71% of our operational sites and includes 99% of Amdocs employees involved in our business activities. The establishment, review, and guidance of our EHS objectives and strategy are led by Tamar Rapaport-Dagim (Amdocs CFO & COO), ensuring dedicated leadership and strategic alignment.

To maximize performance, we conduct:

- Self-assessments of performance
- Governance, strategy, risk, and opportunity assessments and management
- Environmental reviews
- Compliance assessments on environment, health, and safety regulations (as well as continuously monitoring changes in policies around the world)
- Target and objective setting to reduce environmental impacts
- Emergency preparedness and response
- Internal audits, trainings, and awareness programs
- Continuous improvements of our environmental performance

### 3.1.1. EHS policy

Our EHS management system is structured as follows:

- **PLAN:** Identify environmental aspects, health and safety hazards, and regulatory requirements. Establish objectives, targets, and programs
- **DO:** Assign responsibilities, conduct training, manage communications, implement control procedures and activities, and prepare for emergencies
- **CHECK:** Monitor key performance indicators (KPIs), evaluate compliance, address failures or incidents, maintain records, and conduct internal audits
- **ACT:** Review findings and report to management

Our Global EHS policy includes the following commitments:

#### Environment

- Conserve natural resources by reducing the use of energy, consumables, and water
- Minimize pollution by reducing our greenhouse gas (GHG) emissions and reducing landfill waste
- Engage in the innovation of products and solutions with a reduced environmental impact
- Increase awareness among our employees of environmental issues

#### Business partners

- Positively influence our business partners towards improved social and environmental responsibility
- Engage and consult with our main business partners to promote social and environmental responsibility

#### EHS management practices

- Meet or exceed industry standards, national laws, and regulations
- Strive to continuously improve our global EHS management system and performance
- Conduct rigorous audits and self-assessments of our compliance with this policy
- Define goals, set priorities and action plans, and measure progress of Amdocs performance, and report periodically to Management
- Promote employee engagement and consultation to improve our overall EHS performance

### 3.1.2. Educating our employees on environmental topics

Amdocs incorporates a mandatory Environmental, Health, and Safety training module for all employees within our Business Conduct Program, spearheaded by our global Corporate Social Responsibility team. In FY2023, we achieved a 100% annual completion rate for this training across our entire workforce.

The training is pivotal in educating our employees about Amdocs' Global EHS Policy and our broader ESG strategy. It provides a detailed overview of Amdocs' initiatives to improve environmental sustainability and offers concrete ways for employees to contribute to and understand the impact of their work on the company's green efforts.

Among the guidance offered are actionable tips for supporting sustainable operations at Amdocs including:

- Turning off lights and air-conditioning when leaving your workspace
- Using public transportation or cycling to work
- Paying special attention to batteries and electrical and electronic equipment waste, which are hazardous and should be properly disposed of
- Reducing waste and promoting recycling in accordance with local guidelines to minimize landfill contributions
- Bringing your reusable bottles and cups to the office



## 3.2. Our climate-related commitments



### SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

We are steadfast in our commitment to enhance our environmental performance across all areas. As a step forward in this direction, we have established the following targets:

1. Reach carbon neutrality on our Business Operations (Scope 1 & 2) by 2040
2. Reach 100% electricity from renewable sources by 2040

For our mid-term goals, Amdocs has established objectives endorsed by the Science Based Targets Initiative (SBTi), aligning with the Paris Climate Agreement and the necessary decarbonization aligned with a 1.5°C increase in global temperatures for our Scope 1 and 2 emissions, and to keep our Scope 3 emissions consistent with a less than 2°C increase (WB2D):

- Amdocs commits to reducing absolute Scopes 1 and 2 GHG emissions by 21% by FY2024 compared to the 2019 base year
- In FY2023 our Scope 1+2\* emissions accounted for a total of 25,698 tCO<sub>2</sub>e – an absolute reduction of 55% compared to the 2019 base year
- Amdocs commits to reducing absolute Scope 3 GHG emissions by 13% by FY2024 compared to the 2019 base year
- In FY2023, our Scope 3 emissions accounted for a total of 52,030 tCO<sub>2</sub>e – an absolute reduction of approximately 48% compared to the 2019 base year

For more details on our GHG performance see paragraph 3.8.

Building on our commitments to Science Based Targets, Amdocs has established a goal for 80% of our vehicle fleet to comprise hybrid, plug-in, and electric cars by FY2025. As of June 2024, we have already achieved approximately 82% of our car fleet to be hybrid, plug-in, and electric, marking considerable progress towards our sustainability objectives.



\* Scope 2 – market-based GHG emissions

### 3.3. Amdocs' climate disclosure in accordance with the TCFD framework

We recognize the risks that climate change pose to our current business models, which is why we are taking action to address climate change by continuously investing in projects and programs aimed at reducing and removing greenhouse gas (GHG) emissions.

In our Task Force on Climate-related Financial Disclosures (TCFD) Annex, we summarize our efforts on all climate-related issues, we have structured our Annex in accordance with the recommendations of the TCFD disclosure framework, including governance, strategy, risk management, and the assessment of metrics and targets.

### 3.4. Core memberships



Amdocs is an active member of several influential sustainability organizations, including the Carbon Disclosure Project (CDP), which operates under the tagline "Disclosure Insight Action". Since 2010, Amdocs has consistently reported to the CDP Climate Change Program. We are proud to announce that our 2023 report received a B grade, reflecting our ongoing commitment to sustainability. In the upcoming years we are committed to addressing areas and seek for improvement aiming to enhance our performance.



## 3.5. Energy management



Our environmental policy and commitment primarily focus on conserving natural resources through energy reduction. Amdocs strive to improving electricity efficiency in our operations, products and services.

### 3.5.1. Operational energy efficiency measures

Amdocs is continuously seeking to reduce energy consumption on our facilities, including Data Centers, by introducing several projects and incentives to reduce energy consumption in our operations. Some examples from previous years are:

1. Facility Optimization: Decreasing electricity usage through chiller replacements, AC temperature adjustments, and LED lighting upgrades
2. Energy-Efficient Technology: Purchasing energy-efficient computers and promoting energy-saving practices for PCs and laptops, including:
  - Enhanced shutdown/sleep mode procedures
  - Extended hibernation times
  - Increased use of virtual PCs
3. Video Conferencing: Expanding VC meeting rooms and sessions to reduce travel
4. E-Waste Management: Collecting and recycling Waste Electric & Electronic Equipment (WEEE)

We encourage employee participation in reducing energy consumption and carbon footprint through:

- Observing Earth Hour at our sites and homes
- Promoting PC hibernation when not in use
- Encouraging use of natural light and powering down equipment when leaving
- Minimizing printing
- Switching to energy-efficient lighting
- Promoting sustainable commuting options (public transport, bicycles, carpooling)
- Prioritizing video conferencing over air travel





### 3.5.2. Energy surveys, audits, and reports

We conduct energy surveys and audits in compliance with regulations in Israel, the UK (ESOS), Ireland (EAS), Hungary, and Cyprus. These audits help identify energy performance improvement opportunities and have led to enhanced energy management practices across our facilities.

Amdocs regularly submits reports to local environmental authorities and undergoes third-party audits to ensure compliance. We maintain open communication with local authorities on energy consumption issues.

In FY2023, Amdocs experienced a 7.8% year-over-year increase in total electricity consumption. This increase was primarily due to the simultaneous operation of two of our main offices in Israel while transitioning employees to our new campus. However, due to our commitment to increase the overall consumption of renewable energy, we managed to keep lower CO<sub>2</sub>e emissions (Scope 2), as further detailed on section [3.5.4. Renewable energy](#).

Energy consumption Scope 1 & 2	Total energy consumption – Scope 1* and Scope 2 market based (MWh)	Total non-renewable energy consumption – Scope 1* and Scope 2 market based (MWh)	Total electricity consumption – Scope 2 market based (MWh)	Total renewable electricity consumption – Scope 2 market based (MWh)	Percentage of total renewable electricity consumption – Scope 2 market based (%)	Data center electricity consumption (MWh)	Percentage of renewable electricity on DCs (%)
<b>FY2019</b>	106,046	95,568	103,874	10,478	10.1	54,626	12%
<b>FY2020</b>	95,686	86,089	94,557	9,597	10.1	56,021	10%
<b>FY2021</b>	85,383	68,994	84,480	16,389	19.4	53,385	19%
<b>FY2022</b>	95,565	48,954	86,982	46,611	53.6	49,103	62%
<b>FY2023</b>	94,465	39,232	93,767	55,233	58.9	48,337	58.2%

\* Energy consumptions from Scope 1 are from Diesel consumption from Amdocs emergency generators and Natural gas consumption for heating at some of Amdocs sites.

### 3.5.3. Reducing energy usage in data centers

Given that data centers represent a significant source of emissions for Amdocs, energy efficiency is a critical component of the targets and goals for all our data center managers and is therefore central to our annual incentive programs.

We promote energy efficiency through various measures, including:

- Monitoring Power Usage Effectiveness (PUE) of our data center
- Tracking the level of service required to minimize overprovisioning
- Controlling the usage of servers to identify and eliminate unused ("comatose") servers
- Maximizing the deployment of virtual machines to put servers that are excess to requirements into deep-sleep states
- Monitoring average CPU utilization or similar metrics to ensure that as many servers as possible are operating at their sweet spot of efficiency and service while minimizing the number of servers at very high or low utilization

In addition, we have introduced new innovative cooling technologies at our data centers that are in areas that experience extremely hot weather conditions in the summer. We constantly decommission equipment reaching its end of life and seek ways to either replace it with energy-efficient equipment or consolidate it with existing equipment.

Efficiency projects on data center refrigeration efficiency are being implemented at our major operation centers where we have identified potential for extremely hot days, such as our facilities in North America and India.

	FY2020	FY2021	FY2022	FY2023
Average PUE	1.63	1.56	1.54	1.59

In FY2023, our Power Usage Effectiveness (PUE) increased to an average of 1.59, up from 1.54 in FY2022. This rise was due to several factors. Firstly, our data centers received a higher amount of hardware, which are now consuming more power due to higher CPU performance and power requirements. Additionally, the warmer weather throughout the year led to our chillers working harder to maintain optimal temperatures to cool down our data centers (mainly in India and Israel). These combined factors contributed to the increase in PUE, however we still kept under our target of under 1.8 during FY2023.

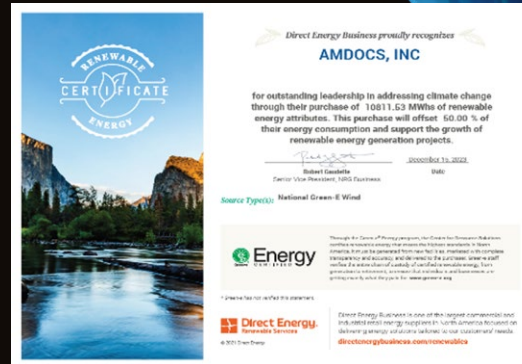
### 3.5.4. Renewable energy

To achieve carbon neutrality in our Business Operations (Scope 1 and Scope 2) and 100% electricity from renewable sources by FY2040, Amdocs is committed to increase the share of renewable energy in our global electricity consumption, and continuously exploring new opportunities in this area.

In FY2023, we enhanced our electricity consumption from low-carbon and renewable sources worldwide. In Israel, we purchased IREC (renewable energy certificates) totaling 37,387 MWh, which covers nearly all our operations in the country (90%). This effort raised our global renewable electricity consumption to 58.9%, a significant jump from 19.4% in FY2021.

Additionally, we are exploring alternatives at our main sites to increase the purchase of renewable energy directly from suppliers through Power Purchase Agreements (PPAs).

In FY2023, we secured an agreement with a company in Israel to supply our main site with 100% renewable energy starting January 2024, maintaining our global renewable electricity purchase at least at 50% of the total annual energy consumption.



As of December 2023, Amdocs has secured a Power Purchase Agreement (PPA) in the US with our current energy provider to supply 50% of our total electricity consumption to our data center in Champaign, Illinois from renewable sources through the Green-e® Energy program, the Center for Resource Solutions certifies renewable energy that meets the highest standards in North America.

Ultimately, we plan to expand this initiative, gradually transitioning all our smaller sites to renewable energy, with the goal of powering all our worldwide operations with 100% renewable electricity by FY2040.



## 3.6. Calculating our GHG emissions



Greenhouse gas emissions represent our most significant environmental impact.

To measure our carbon footprint, utilizing the Greenhouse Gas Protocol Corporate Standard. Our carbon footprint primarily stems from the energy consumption in our buildings and data centers (purchased electricity, categorized as Scope 2), as well as Scope 3 emissions, which include air travel, employee commuting, energy-related activities, purchased goods and services, waste management, and home-working.

We are committed to increasing the proportion of renewable energy within our overall electricity usage. Our environmental reporting encompasses approximately 98% of our business operations, covering Scope 1, Scope 2, and Scope 3 emissions. These reports are independently verified by a third-party auditor in accordance with ISO 14064-3, ensuring our data's integrity and accuracy.

In FY2023, our total absolute emissions (Scope 1, 2, and 3) increased by 9,902 tCO<sub>2</sub>e, also indicating an 8.16% increase from FY2022. This rise was primarily driven by higher Scope 3 emissions, which were affected by the increased travelling of employees for business purposes. However, we are proud to highlight that we achieved a consistent year-over-year reduction in our Scope 1 and Scope 2 emissions from FY2022, consistent with our commitment towards carbon neutrality at our business operations.

GHG emissions	Scope 1 tCO <sub>2</sub> e	Scope 2* tCO <sub>2</sub> e	Scope 3 tCO <sub>2</sub> e	All Scopes** tCO <sub>2</sub> e	All scopes per employee** tCO <sub>2</sub> e/employee
<b>FY2019</b>	1,929	54,996	100,004	156,929	7.15
<b>FY2020</b>	2,026	46,812	50,611	99,450	4.6
<b>FY2021</b>	2,175	38,555	28,414	69,145	3.28
<b>FY2022</b>	1,327	25,057	41,441	67,825	2.82
<b>FY2023</b>	1,142	24,556	52,030	77,727	3.05

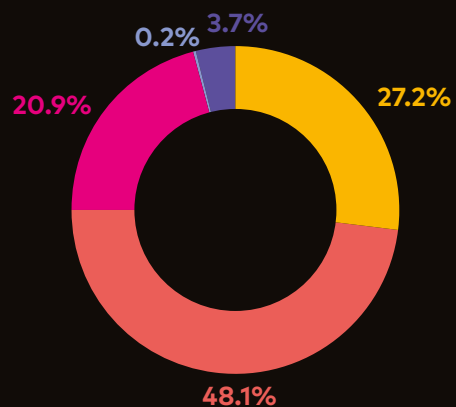
\* Since FY2021 Scope 2 was calculated according to the market-based method.

\*\* Market-based emissions.

### 3.6.1. Scope 3 emissions analysis

Amdocs indirect emissions (Scope 3) represent the majority of GHG emissions in the previous years. They are composed of 5 main categories, according to the GHG Protocol. We calculate and manage them as follows:

**FY2023 – Scope 3 GHG emissions (tCO<sub>2</sub>e) breakdown**



Fuel-and-energy-related activities  
 Business travel  
 Employee commuting  
 Purchased goods and services  
 Waste generated in operations

**Scope 3 Category**

GHG emissions (tCO <sub>2</sub> e)	Fuel-and-energy-related activities	Business travel	Employee commuting	Purchased goods and services	Waste generated in operations
<b>FY2019</b>	15,467	68,772	13,044	194	2,528
<b>FY2020</b>	12,602	32,378	3,781	108	1,744
<b>FY2021</b>	15,421	662	10,880	33	1,418
<b>FY2022</b>	13,658	14,708	11,613	36	1,427
<b>FY2023</b>	14,162	25,010	10,855	93	1,909

### 3.6.1.1. Fuel and energy related activities

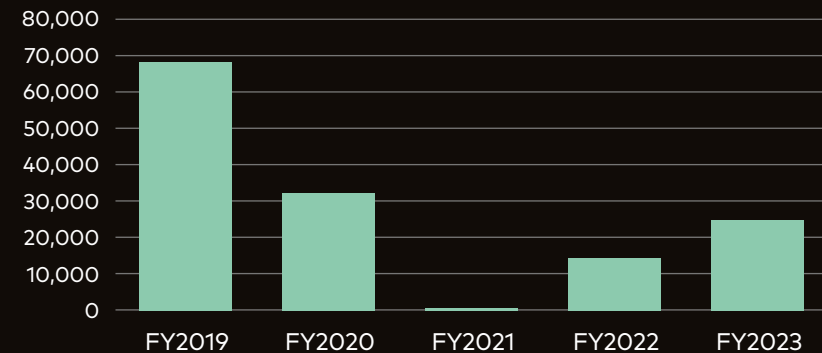
Transmission and distribution (T&D) and well-to-tank (WTT) emissions are associated with grid losses, which are the energy losses that occur when getting electricity from the power plant to the organization. All information on electricity consumption is provided by our electricity supplier for every facility where we operate. These emissions are directly influenced by the total amount and source of electricity purchased at each of our operational facilities and data centers. We manage those emissions as in our section on energy, please see section [3.5. Energy management](#).

### 3.6.1.2. Business travels

Emissions related to business flights are calculated based on air miles, haul, and class. We obtain yearly reports from our travel agencies, detailing mileage per leg and per trip. Since 2018, Amdocs has established the Travel Wise Program to reduce business travel, which was the major greenhouse gas emission factor before COVID-19, across all business units worldwide. The implementation and performance of this program's objectives are monitored by a strategic committee headed by Amdocs' COO and CFO. The program encourages managers and employees to re-evaluate the necessity of travel and avoid it if possible. The committee also reviews and guides the strategy and major action plans of this program.

Emissions from business travel represent the majority of scope 3 emissions and were the primary reason for the overall increase in Amdocs' GHG emissions in FY2023. This increase reflects our business growth and the increased travel of employees for business purposes after the COVID-19 outbreak. However, Amdocs has decided not to return to "business as usual". We have implemented an even stricter travel policy, a hybrid work model allowing employees to work from home and our offices, and enhanced efforts to install and use advanced IT solutions such as video conferencing and virtual meetings to minimize required travel. As a result, overall emissions from business travel alone have seen a 63.6% reduction compared to FY2019 emissions.

Air Miles emissions (tCO<sub>2</sub>eq)





### 3.6.1.3. Employee commuting

This scope item covers public transport and leased cars for employee commuting and personal use. While vehicles are not owned by the company, we pay for fuel consumption, and therefore, it is accounted for as Scope 3 emissions. Since the COVID-19 outbreak, we have started accounting for home-working emissions as part of this category, as defined under the GHG Protocol.

Amdocs is gradually evolving its approach to employee commuting options. The former "Car Department" has been rebranded as the "Transportation Department" to promote alternative transportation solutions. Amdocs encourages employees to use alternatives such as carpooling (with reserved parking), shuttles from train stations, optimized bus lines and shuttles in India, and bicycles/scooters, with supporting infrastructure like parking spaces, compressors, chargers, and showers at Amdocs sites.

In addition, Amdocs has committed to having 80% of its vehicle fleet be hybrid by FY2025, plug-in, or electric cars. As of June 2024, we have already achieved approximately 82% of our car fleet to be hybrid, plug-in, and electric, marking significant progress toward our sustainability objectives.

Fuel consumption	Fuel consumption (gasoline for cars) in million liters	Fuel consumption (diesel for cars) in million liters
<b>FY2019</b>	2.62	1.18
<b>FY2020</b>	0.54	0.29
<b>FY2021</b>	1.50	0.96
<b>FY2022</b>	1.54	0.89
<b>FY2023</b>	1.68	0.70

### 3.6.1.4. Purchased goods and services

This information was calculated from the consumption of procured materials based on their origin: plastic and paper from primary material and recycled materials and water supply.

Amdocs is dedicated to minimizing its environmental impact by reducing the consumption of resources, including water usage. Amdocs obtains all its water from local public water departments, tap sources, or purchased bottled water from local suppliers. Furthermore, Amdocs strive to purchasing only recycled paper and actively seeks ways to lessen its usage.

### 3.6.1.5. Water and waste generated in operations

This section covers the disposal of waste generated in our operations includes wastewater, recyclable waste, and municipal waste sent to landfills. By adopting the 3Rs approach – reduce, reuse, and recycle – we strive to continually decrease the amount of waste sent to landfills. At our main sites, in line with the 3Rs strategy, seek to ensure the recycling of all

electronic waste, paper, and batteries, and advocate for solid waste recycling through locally available solutions. However, since we rent most of our facilities, we do not have full control over water or waste management practices.

In FY2023, there was an increase in water consumption and total waste disposed, mainly due to the return of employees to the office after the COVID-19 outbreak.

Water consumption	Unit	FY2020	FY2021	FY2022	FY2023
Total water use	Million Cubic Meters	0.09	0.045	0.064	0.141

Waste	Unit	FY2020	FY2021	FY2022	FY2023
Total waste disposed (including waste recycled, organic materials and landfilled waste)	Metric tons	2,988	2,569	2,505	2,985
Total waste recycled (solid waste only)	Metric tons	133	185	131	161



## 3.7. Environmental principles of our products and services

Sustainability performance is increasingly becoming a focal point within our sector, sparking significant interest among our customers. In our pursuit of continuous improvement and innovation, we at Amdocs are dedicated to developing solutions that not only meet our business objectives but also seek to support our customers in achieving their environmental goals. We undertake projects in collaboration with our customers and partners, utilizing advanced technologies and applications to enhance strategic outcomes for all involved.

Our commitment to sustainability is evident in our product and service offerings, which are aimed at reducing carbon emissions. Amdocs' solutions are designed to modernize, automate, and digitize customer operations, thereby enhancing efficiency, reducing dependence on physical hardware, and enabling real-time scaling of support system environments.

We invest in creating sustainable products and services across several dimensions, including their rich functionality, their capacity to facilitate the transition of operations to the public cloud, and the continuous optimization of our software to minimize its impact on physical hardware. Through the advanced features of our products and services, we are confident in empowering our customers to reduce their carbon emissions in the following ways:



### 1. Reducing electricity consumption

- **Amdocs Network Orchestration** enables network power saving functions and the orchestration of energy-saving mode transitions, contributing to significant energy conservation
- **Amdocs Network Operations** helps reduce the energy footprint of the provider through optimization of network hardware, reducing redundant and older (i.e., less efficient) hardware from the network
- **Amdocs Subscription Marketplace** facilitates the retirement of outdated hardware and systems by consolidating disparate subscription services, thereby saving on processing requirements and API development for each partnership
- **Amdocs Commerce & Care Suite** digitalizes the commerce experience, ensuring that anyone with connectivity can participate in the global economy and access connectivity services. Additionally, reduces the need for physical real estate, reducing the resources required to build and operate physical locations, as well as reducing emissions related to transportation to and from the physical stores
- **Amdocs amAlz Platform** optimizes use of expensive and compute-demanding GenAI requests by enriching it with contextual and telco-specific taxonomy, therefore dramatically reducing compute resources and saving resource-heavy repetitive requests



## 2. Reducing pollution

- **Amdocs eSIM Cloud Platform** significantly cuts down on the manufacturing, shipping, rollout, replacement, and disposal of physical components by eliminating the need for plastic SIM cards, addressing issues related to production and waste management
- **Amdocs Network Optimization** helps reduce pollution by eliminating costly and resource-intensive network drive tests, replacing them with automation-enabled root cause analyses and network issue resolution techniques
- **Amdocs Network Management** reduces pollution through the use of autonomous drones to perform site audits on cell towers, reducing unnecessary truck rolls
- **Amdocs Quality Engineering** facilitates remote work opportunities, including home-based testing and crowd testing, thereby reducing the environmental impact associated with commuting and office space utilization

## 3.7. Environmental principles of our products and services

### 3. Conserving natural resources

- **Amdocs Monetization Suite** promotes paperless billing, reducing the need for physical bill printing and mailing. It also offers improved bill design options that can reduce the number of pages required for each bill
- **Amdocs Configure Price Quote** supports paperless contracting processes, significantly decreasing the reliance on paper and contributing to the reduction of waste
- **Amdocs Payments Suite** encourages the use of cloud storage for customer and financial data, minimizing the need for physical data storage solutions and promoting more efficient data management practices

### Additional advantages of cloud technologies

The ability to move operations to the public cloud can offer our customers additional advantages on top of the emissions savings enabled by product and service functionality and is a key investment area for us. With more than 60 cloud products and services, we help our customers move systems and data to public-cloud data centers and operate them. As a result, they can:

- Reduce emissions from on-prem data centers
- Achieve higher energy efficiency and further reduce emissions by utilizing cloud capabilities, such as on-demand capacity consumption and multi availability zone deployments
- Leverage the environmental economies of scale offered by public cloud providers and their net zero commitments, as well as their considerable, ongoing investments in energy-efficient processors, cooling and power systems, and renewable energy sources

### 3.7.1. Projects case studies

#### Case study: Moving systems and data to the cloud

Amdocs has worked with high profile customers to migrate their operations to public cloud data centers. An example is when Amdocs partnered with AT&T to retire 15 data centers across the U.S. by moving workloads to the cloud.

#### Case study: Reducing truck roll pollution

Amdocs completed a proof of concept (PoC) for Philippines operator Smart Communications to support their vision of transitioning to AIOps (artificial intelligence for operations) and autonomous network operations. The PoC provides Smart Communications with an advanced, safe, and sustainable way to manage and maintain its network towers.

Previously, multiple teams such as network planning, optimization, engineering, and operations would need to send tower-climbing teams for site inspection, leading to duplication of effort and unnecessary truck rolls.

Leveraging digital twin technology from Amdocs partner vHive, Amdocs' Drone-Aided Site and Inventory Audits solution was employed to power autonomous drone flights, simplifying data capture, and effectively creating a digital replication of their network towers.

Working with Amdocs, Smart was able to demonstrate improved operational efficiency and data accuracy and analysis. In addition, it enabled a dramatic reduction in truck rolls and related vehicle pollution, thereby successfully lowering their carbon footprint.

#### Case study: Offering end-customers reduced carbon emissions offers

We are always looking for innovative ways to embody our ESG strategy in the design and deployment of our products. In collaboration with Amazon Web Services, Vodafone, Snowflake, and Carbon Footprint Ltd., we created a proof-of-concept to help communications service providers offer greener product options. By using real-time carbon footprint data for each product component, the initiative optimizes energy efficiency and enables customers to make eco-friendly choices through various engagement channels.

The project also demonstrates how business users can leverage real-time carbon footprint data to reduce Scope 3 carbon emissions to help achieve Net Zero CO2 emission targets. By providing carbon footprint information for the company's products, the solution will increase customer awareness of environmental sustainability and play an important role in influencing them to purchase greener alternatives. As part of our ongoing sustainable by design efforts, we also aim to embed the calculator in our Amdocs Catalog.

### 3.7.2. Generative AI as an environmental innovator

Generative AI in the telecom industry can significantly enhance climate and energy efficiency by optimizing network operations. By analyzing vast amounts of data, generative AI can predict and manage energy consumption patterns, leading to more efficient use of resources. This can reduce the energy required to maintain networks and data centers, thereby lowering the overall carbon footprint. Additionally, AI-driven predictive maintenance can minimize downtime and extend the lifespan of equipment, further contributing to sustainability efforts in the telecom sector.

With Amdocs amAlz, our generative AI platform, we are investing in developing AI-powered applications and agents to make telecom processes more efficient. For example, leveraging our amAlz Care Agent, customers can digitally and in real time address billing issues and payment problems without interacting with a human agent or visiting a retail location. These capabilities will enhance the productivity of human agents and reduce the need for large customer care centers.

Similarly, the amAlz network agent can quickly detect, diagnose, and resolve network outages, congestion, and more. In many cases, utilizing AI to rapidly analyze network issues mitigates the need for physical network inspections, visits to customer homes, and more.

Finally, we utilize the capabilities of OpenAI, Microsoft, and others instead of training our own large language model – a process that generates substantial CO<sub>2</sub>. To manage usage efficiently, we have implemented a company-wide management dashboard, similar to our cloud services dashboard, that monitors both utilization and cost.





## 3.8. Green office operations

### The New Amdocs Campus in Israel

Our Amdocs Campus in Ra'anana, Israel, sets a benchmark for environmental and employee-friendly design, with LEED Gold certification for its energy-efficient maintenance and operations. Furthermore, as of January 2024, we are powering the campus entirely with renewable energy sources.

Our vision encompassed two key aspects: sustainability and employee well-being, leading to the creation of a green, innovative space. In developing the campus, we were devoted to creating an inspiring work environment that encourages collaboration and innovation.

#### Highlights include:

- Double-skin façade curtain walls to minimize heat absorption and optimize cooling energy requirements
- Advanced air conditioning ensuring thermal comfort across the campus
- Presence sensors for energy-saving lighting control in common areas
- Workstations positioned to maximize natural light
- Water recycling systems for irrigation and extensive tree planting to foster a microclimate and cool the environment

Our environmental strategy extends to daily practices, such as using dishwashers to reduce disposable utensil use and implementing comprehensive waste separation.

To encourage eco-friendly commuting, we offer 300 bicycle parking spaces, supported by surrounding bike paths, and have installed 200 electric vehicle charging stations, with plans to expand this further.

Collaborating with local and national entities, Amdocs promotes improved transportation solutions to decrease carbon emissions and traffic congestion, including shuttle services and infrastructure enhancements like a new pedestrian bridge.



## 3.9. Employee and community environmental impact



### Green Teams

Amdocs' "Green Teams" are a worldwide network of volunteer employees committed to leading and promoting eco-friendly initiatives within Amdocs and the larger community. These teams provide a supportive platform for employees to develop and advocate for innovative environmental projects.

All initiatives are driven by our employees, who are deeply committed to nurturing a sense of community engagement. Team participants wholeheartedly embrace their responsibility for these projects' success, steering them from inception through to action across India, UK, Israel, Ireland and Cyprus with great dedication and enthusiasm.

Our green teams foster a sense of environmental and community awareness amongst all employees through engagement mechanisms such as site newsletters, Teams communication channels and SharePoint sites.

We strive to create a sense of connection and engagement, making our employees' lives at Amdocs more enjoyable and fulfilling.

As of 2023 we have 10 Green Teams, which:

- Promote green activities
- Bring innovative ideas
- Lead and participate in green activities
- Reach out to other Amdocs employees who are willing to help
- Engage with local communities



Green Teams implemented various projects, such as:

### **Wings of Hope: Amdocs' adoption of an endangered vulture**

In a dedicated effort to protect local biodiversity, Amdocs has symbolically adopted an endangered vulture in Cyprus. The species requires urgent attention for its survival. Local organizations and national authorities in Cyprus are working tirelessly to increase the Vulture population and prevent its extinction through addressing key threats to the species and restocking with birds from Spain.

Collaborating closely with BirdLife Cyprus, Amdocs has embarked on a series of activities to raise awareness amongst employees and emphasize the bird's significance for Cyprus. The vulture is not just a species; it is a symbol of our commitment to preserving biodiversity and safeguarding natural heritage.

Through education, engagement, and advocacy, we aim to ensure that the vultures flight continues to grace Cypriot skies for generations to come.





### Amdocs Family Hives: Supporting bees and environmental awareness

As part of "Amdocs Family Hives" program, which was initiated in FY2022 in Israel, Bulgaria, the UK, and Ireland, our local Green Teams adopt beehives, rescuing thousands of bees and contributing to the preservation of these vital pollinators. Inspired by this success, the Green Teams have been actively expanding the program, including launching it in Cyprus within 2024.

Beyond hive adoption, the Green Teams are implementing additional bee-related initiatives to raise environmental awareness and underscore the crucial role bees play in our ecosystem and biodiversity. As a tangible outcome, jars of pure honey, sourced directly from our adopted hives, are now delivered to the Amdocs office monthly.

Looking ahead, we anticipate further initiatives aligned with this project. In the coming months, three new beehives will be added, and more countries will join this essential conservation effort. By fostering bee health and promoting environmental consciousness, we continue to support biodiversity and sustainable practices.





### Rooting for a greener tomorrow: Amdocs' tree planting initiatives

At Amdocs, tree planting is more than just a tradition – it is a heartfelt commitment to our planet. Our enthusiastic volunteers participate in various tree planting activities across different countries, from India, Cyprus and Israel to the Philippines, Germany, Ireland, and Bulgaria. These green endeavors not only benefit the environment but also foster a deeper connection between our people and nature.

When we plant trees, we are not merely adding greenery to the landscape; we are nurturing a sense of responsibility toward our ecosystem. Our volunteers understand that each tree contributes to cleaner air, improved soil quality, and enhanced biodiversity. It is a tangible reminder of our collective impact.

Sometimes, our tree planting activities extend beyond the Amdocs community, amplifying our efforts through collaboration with schools, NGOs, and local communities. By working together, we strive to ensure that future generations inherit a healthier, more vibrant planet.



## Watershed drive

The Watershed Drive and Campaign at Udaichiwadi (India), involving 300 Amdocs employees, focused on enhancing watershed management through initiatives carried out in May and June 2023. This combined effort included the construction of a bund dam and check dam, aimed at capturing and recharging groundwater, and the excavation of contour trenches totaling 80 cubic meters. These measures are expected to significantly increase groundwater availability, with the potential to recharge up to 11 million liters. This initiative underscores Amdocs' commitment to sustainable water management and conservation practices.

## Global Environment Week

In FY2023, Amdocs built on its environmental commitment by conducting its second Global Environment Week, a broad campaign led by the Environment, Health and Safety team and amplified by the Green Teams' global network. This year's campaign expanded its reach, orchestrating 35 ecological activities around the globe, including tree planting and beach cleanups. A remarkable 5,000 Amdocs employees participated in these initiatives, contributing to the planting of 1,000 plants and trees. In a generous display of community support, employees donated 60 boxes of clothing and 400 pairs of shoes through the Soles4Souls campaign in the US.

These efforts, alongside fruitful collaborations with local communities, not only marked a significant stride in social responsibility but also promoted the increase of awareness among our employees and the local communities for the need to a more sustainable planet.





## 4. Creating sustainable value

At the core of our sustainability strategy is our commitment to delivering enduring value to our stakeholders. By adopting processes and practices that enhance sustainability, we not only offer our stakeholders a foundation for their own sustainable development but also give them the opportunity to contribute to our efforts towards further improvement.



## 4.1. Product sustainability and accessibility



By offering valuable and reliable products, we seek to provide a solid foundation for our customers to better serve their customers. **Our solutions are designed to modernize, automate, and digitize our customers' businesses, making them more efficient, less reliant on physical hardware and able to scale supporting system environments.**

Our commitment to sustainability is evident across numerous investment areas. Our cloud-based products and services are strategically designed to facilitate our customers' transition to public-cloud data centers and to support their operations within the cloud environment. By harnessing the public cloud's economies of scale and the distinctive features of our cloud solutions, we aim to empower our customers to significantly reduce their carbon emissions.

## 4.2. Accelerating innovation



We invest in the creation of products and services that better connect the world.

We also strive in creating a workplace and culture that fosters employee development and growth, fueling innovation in our products, services, and processes. We take a future-first approach to our investments, constantly partnering with customers and forward-thinking talent to anticipate, design and develop the solutions that are required to power an increasingly connected society.

Our investment is driven by five principles:

- **Rapid experimentation:** This involves applying innovative methodologies, nurturing a culture of agile experimentation cycles, and encouraging openness
- **Democratizing innovation:** Amdocs works to include all stakeholders in its efforts, knowing that innovation often improves with broader collaboration
- **Ensuring relevance:** Innovation can help guarantee that our company remains relevant as it necessitates keeping abreast of new technologies and cross-industry trends

- **Celebrating failure:** Amdocs encourages "leap of faith," "fail fast" and daring mindsets and believes in leveraging failure for a learning curve
- **Business focus:** Business growth is instilled through innovation and flexibility combined with a solid business model

Based on these principles, Amdocs has been able to successfully implement innovative new programs in diverse fields including:

### 4.2.1. Driving growth beyond connectivity?

Amdocs Customer Experience Suite (CES) holistic B2B portfolio offers an exceptional business customer experience, faster time-to-cash, and drives business growth, enabling service providers to cater to various segments, including SMBs, enterprise, and government customers. A key component of this comprehensive B2B portfolio is CES24's NEW CPQ Pro, a next-generation Configure Price Quote application crafted specifically for communication service providers.

Enhanced with GenAI capabilities, CPQ Pro boosts deal-closure rates, streamlines automation, and accelerates revenue generation.

In addition to CPQ Pro, CES24 features a robust lineup of solutions: Customer Engagement Platform, Catalog, 5G-native Policy, Convergent Charging, Exposure Platform, Freestyle Billing, Partner Management, B2B Marketplace, and the Intelligent Networking Suite. Together, these tools offer a fully digital and automated end-to-end lead-to-care process, encompassing marketing, sales, ordering, customer engagement, and network management. This empowers service providers to introduce innovative business and billing models, and swiftly launch rich, customized digital and IoT solutions across hybrid networks, edge, and cloud environments.

Similarly, Amdocs Network Services streamline the design, deployment, and operation of mobile private networks. Mobile Private Networks are increasingly in demand to meet the needs of mission-critical, industry 4.0 use cases such as schools, cities, farms, manufacturing, and more. As enterprise connectivity demands grow and mature, Amdocs is innovating to simplify the end-to-end connectivity process.



## O-RAN

Leveraging Open RAN automation, Amdocs stands as a leader in promoting energy efficiency and minimizing the carbon footprint of mobile networks. Our role as a supplier for a testing and R&D facility supports the industry-wide shift towards O-RAN adoption, enhancing the development of multi-vendor O-RAN capabilities. In partnership with Dell Technologies and Vodafone, we have crafted an advanced service management & orchestration (SMO) platform.

This platform optimizes O-RAN adoption by dynamically adjusting network configurations and resource allocations, guided by real-time analytics to lower energy usage. These efforts not only advance us towards a more sustainable telecommunications infrastructure but also mark significant progress in the evolution of energy-efficient, next-generation network technologies.

## Fiber

Through our Fiber Rollout Services, we empower broadband internet providers to meet the objectives of the U.S. Broadband Equity, Access, and Deployment Program (BEAD). Our advanced fiber software and service solutions emphasize automation, strategic foresight, and compliance with regulatory standards, supporting the development and expansion of equitable, high-efficiency fiber networks. This strategy not only ensures cost-effectiveness and extensive service coverage but also plays a crucial role in narrowing the digital divide, highlighting our dedication to promoting digital inclusivity across diverse communities.

## MPN

Mobile Private Networks (MPNs), utilizing private LTE/5G technologies, are leading the transformation in various industries by offering unmatched security, reliability, and operational efficiency. Amdocs Private Network solutions cover a wide range of industries and sectors, including government and municipalities, manufacturing and logistics, healthcare, and retail. In healthcare, MPNs are essential for securely managing data and enhancing patient care by integrating IT infrastructures with cutting-edge wireless networks. In the manufacturing sector, MPNs support remote operations, increase efficiency, and reduce waste through the strategic use of IoT and AI technologies. Furthermore, MPNs play a key role in expanding educational access, making learning opportunities widely available and reinforcing our commitment to social responsibility and environmental stewardship.

## Service Assurance

As announced in May 2023, Amdocs has acquired the service assurance capabilities of TEOCO. Service Assurance allows operators to predict, identify and quickly resolve service impacting problems and network outages. Integrated with our broader OSS portfolio, connected experiences can be dynamically optimized when congestion increases, a weather event occurs, emergency services need to be prioritized, and more. This ensures that service providers build and allocate network resources as required, versus over-building for unmanaged peak capacity events.

### 4.2.2. GenAI Hackathon



In early 2024, we hosted a 24-hour Global GenAI Hackathon aimed at harnessing generative AI to develop solutions with meaningful business impact. The parameters for idea submissions included cost-effectiveness, cross-organizational relevance, inclusivity, and the potential to bring significant value to the company. Teams from our global sites, including India, Cyprus, the United States, Israel, and beyond, participated across units to develop minimum viable solutions that pushed the boundaries of the technology's capabilities.

During the Finale Event, teams showcased their incredible work to a panel of company management members for evaluation. From there, the top ideas were chosen and prioritized for further development by the respective business units. The winning solutions covered multiple domains, including high-quality data generation, universal UI language translation, proactive operations performance management, and code-to-content generation, among other things. The hackathon highlighted our ability to innovate and demonstrated our commitment to leveraging GenAI for immediate and transformative business impact.



## 4.3. Responsible AI



At Amdocs, we are dedicated to ensuring our AI systems deliver both immediate and long-term benefits to our organization and the broader community. We continuously monitor and refine the performance of our AI technology, mindful of its societal implications. Our GenAI adoption policy within the Software Development Life Cycle (SDLC) enhances development efficiency, upholds ethical standards, reduces inherent biases, and prioritizes data security and user privacy throughout all stages of software creation.

Our robust policies guide the use of generative AI internally and in software development and services.

Key guidelines include:

- The use of commercial third-party AI software must adhere to existing commercial software approval processes, with particular attention to AI-specific risks
- The use of free and open-source (FOSS) AI software must comply with existing FOSS policies and corporate guidelines
- The use of AI software with customer data requires pre-approval and must comply with customer approval and contractual obligations

- For internal purposes or as part of our products and services, the use of AI software must consider specific legal implications, potential IP infringement risks, maintenance of IP boundaries, and the exposure of AI outputs to downstream systems or end users

The development of generative AI models relies on extensive data from various sources to ensure balanced results. To achieve this, Amdocs' amAIz platform includes a governance layer with safeguards against data bias and model hallucination. Our commitment to data security for our customers, partners, and employees is deeply embedded in the design of our amAIz platform. Data handling and regulatory compliance are fundamental to our approach.

We also designed the amAIz platform to simplify and optimize access to generative AI for our customers through:

- A generative AI platform with industry-tailored prompts
- A detailed telco taxonomy tuned to the needs of service providers
- A set of use case kits that address common themes (e.g., search, recommend) and super-agent expert personas (e.g., sales, marketing) that provide domain-specialized knowledge

The result of this industry-tailored platform is improved accuracy in the outputs, including considerations for fairness, bias, and more.

Additionally, we are adopting generative AI in the form of organically developed capabilities, as well as industry-leading tools from Microsoft and others, that are improving the software development lifecycle (SDLC) and support processes. For example, in the SDLC process, an architect spends considerable time drafting designs and adjusting blueprints based on customer feedback.

With generative AI, the architect inputs project parameters and preferences into an AI tool that quickly generates, and updates detailed designs, significantly reducing manual labor, and speeding up the iteration process.

Another example of this is when a developer creates unit tests, which is typically done with some level of automation. Adding generative AI to this task allows the developer to largely automatically generate test cases based on the code's functionality and specifications, significantly decreasing the time required to create unit test deliverables and allowing the developer to focus on higher-value activities.





## 4.4. Customer satisfaction

The Amdocs Voice of the Customer (VOC) program continuously measures customer satisfaction and loyalty by surveying the top 65 accounts using a structured, year-round process:

### Process Steps:

- 1. Preparation:** Schedule and plan customer surveys.
- 2. Feedback Collection and Analysis:** Conduct discussions, distribute surveys, and analyze and report the results both internally and externally.
- 3. Action:** Develop and implement improvement plans.
- 4. Follow-Up:** Conduct periodic reviews to ensure ongoing actions and assess improvements.

### Methodology:

- The program employs face-to-face and online interviews, along with web-based surveys available in 11 languages, to collect comprehensive feedback
- Loyalty, the key metric, is measured using Dick and Basu's framework

### Impact and Recognition:

- Feedback influences the strategic decisions of Amdocs' senior management and directly affects executive goals
- In the past year, feedback from diverse customer groups has led to over 60 account improvement plans, regularly reviewed quarterly
- The VOC program has been recognized by Forrester, CRM Magazine, and CustomerGauge for its effectiveness
- Amdocs VoC program was shortlisted for 2 awards: Engage B2B Awards and Customer Centricity World Series awards

### Feedback Cycle:

- Results are promptly shared with customers to verify priorities and address concerns, ensuring a closed feedback loop

### Achievements:

- In FY2023, 1,457 responses were received, with 65% categorized as "Truly Loyal," covering over 85% of Amdocs' customer base by revenue

This streamlined approach not only ensures high levels of customer engagement but also reinforces our commitment to continuous improvement and customer-centric innovation.

## 4.5. Responsible supply chain



Amdocs recognizes the significance of our supply chain in regard to the quality of our services and their impact. We expect them to meet our high ethical, social, and environmental standards. We aim to ensure our supply chain is inclusive and socially responsible by building long-term relationships with our suppliers, deepening our engagement with them, and promoting greater transparency and traceability.

As part of our procurement process, we assess our suppliers through a comprehensive benchmarking approach. We utilize specialist tools that allow us to review our prospective supplier's financial status, ESG grade and supply chain risk.

To best develop communication channels with suppliers and partners, we organize annual events during which we discuss important changes, inform about Amdocs' direction, and needs, and receive supplier feedback. Each strategic supplier has a personal manager within Amdocs.

### 4.5.1. Our supplier portal

As part of our commitment to our suppliers we have developed an online Portal that grants our suppliers independence in all actions relating to Purchase Orders, invoicing, and billing. Amdocs has provided custom 'FAQs' along with 24/7 support to ensure our suppliers can maximize the benefits of the platform. As part of ongoing upgrades, Amdocs is introducing a chat function to provide further support (see paragraph [4.6. Purchasing and finance support chat](#)).

**As of June 2024, we are proud to report that 95% of our vendors have now been onboarded, an increase from 90% in 2022.**

In 2023, Amdocs has taken enhanced actions to encourage our suppliers achieve compliance with ISO standards, reinforcing our commitment to quality and sustainability. Additionally, we have updated our onboarding process with more stringent conflict of interest assessments. During the onboarding process of new vendors in our systems, a due diligence process is followed for identification of any potential risks or non-compliance points.

Reflecting our commitment to uphold strict data privacy practices, we seek to adhere to GDPR, safeguarding personal customer information from disclosure to our vendors in regions including the EU, Singapore, the US, and India. Where vendor services necessitate handling Amdocs or customer data, we enter into legally binding data processing agreements and perform due diligence assessments on a as needed basis.

## 4.5.2. Our suppliers code of conduct

Amdocs **Suppliers Code of Conduct** aims to assure that all our suppliers adhere to and implement standards parallel to our own across their business and within their own supply chain. The code sets principles and requirements in the fields of climate change, ethics, corruption, fraud and money laundering, wages, and benefits, working hours, prevention of involuntary or underage labor, nondiscrimination, anti-harassment and abuse, freedom of association, data privacy, conflict minerals, and EHS. It also includes encouragement to adopt internationally recognized management systems such as ISO 14001 and ISO 45001.

The Code applies to Amdocs suppliers and any of their employees, agents, officers, contractors, subcontractors, or other representatives of the companies or other entities that provide goods and services to Amdocs. Compliance with our Supplier Code of Conduct is subject to an audit at the discretion of Amdocs. Failure to comply may result in discontinuing our current relationship and/or prevent future business relationships with Amdocs.

As part of our commitment to ESG, we strive to promoting and spreading the ESG methodology and approach to our small vendors, ensuring that our commitment to environmental, social, and governance standards is echoed throughout our supply chain.

## 4.5.3. Managing the environmental and social impact of our supply chain

At Amdocs, we recognize the significance of fostering environmentally and socially responsible practices throughout our supply chain.

As part of analysis on EHS risks in the supply chain and in order to integrate risk management into the procurement process, Amdocs developed clear guidelines and EHS contract requirements for high-risk supplier categories including IT hardware maintenance and supply, physical security, premises maintenance, transportation, event production, and waste vendors services. As a result, any procurement that falls under is required to adhere to strict guidelines.

As per our commitment to continuous improvement, we have on site vendors at our main sites undergoing reviews under our EHS Management System, for example at our internal audits. We are in process of streamlining EHS trainings and reportings with those vendors across Amdocs operational sites.



In addition, Amdocs participates in the CDP Supply Chain program, engaging our suppliers on their GHG emissions and climate change strategies. We have approached our key vendors and service providers to report on their climate change activities on the CDP platform. We included suppliers' categories with high environmental impact, such as landlords, catering companies and data center management, with over 500,000 USD spent in FY2022.

In 2023 we obtained a score of B rating on our Supply Chain Program. In addition, we collect yearly information on products and services provided by our suppliers to constitute our Amdocs GHG emissions report.



#### 4.5.4. Supplier diversity

At Amdocs, through the management of our suppliers via our vendors platform, the system allows the identification and classification of any diverse supplier through our qualification process, like Women Owned businesses, Minority Business Enterprise (MBE) and Disabled Veteran Business Enterprises (DVBE), LGBT Business Enterprise and more.

As of 2023, we worked with hundreds of diverse sub-contractors globally, representing a major percentage of our total program spend on contractors in FY2023, who have obtained certifications of diversity from third-party certifying organizations.

Additionally, to further increase the number of diverse vendors we are working with, we will specifically tailor our RFPs to emphasize diversity in order to encourage participation from diverse vendors.

We also work hard to promote small businesses within our supply chain, flagging them on our vendor's platform during the onboarding process and sharing information about these vendors with our employees and business units to promote advance purchasing.

**A considerable percentage of our total procurement spend was with diversified vendors**

## 4.6. Purchasing and finance support chat



In our continuous effort to enhance vendor support through efficient and transparent communication channels, we introduced the Purchasing and Finance Support Chat in FY2024.

This innovative tool, designed to facilitate seamless communication on finance-related topics, serves both our employees and our suppliers/vendors. By utilizing advanced AI technology, it promptly provides accurate responses to queries, ensuring swift issue resolution.

Through this initiative, we are increasing the transparency with our vendors relationship. With that, we are also supporting our employees experience for their quires about finance topics.

This initiative supports our efforts to leveraging innovative technology to improve stakeholder communication and satisfaction.

In the cases that the solution does not provide enough support to the vendors, then live regional agents are available to further continue and assist the quires.

## 4.7. Roundtable on elevating women in GenAI



At the Mobile World Congress (MWC) 2024 in Barcelona, Amdocs hosted a roundtable discussion featuring women leaders from across the ICT industry, led by Tamar Rapaport-Dagim (Amdocs CFO & COO). The dialogue unveiled that only 35% of women have seamlessly integrated GenAI into their daily routines, compared to 54% of men. The participants collectively shared their personal experiences and challenges within the GenAI landscape, offered their insights on potential strategies to bridge the gender gap, and proposed actionable steps to propel this vital cause forward. This conversation underscores Amdocs' willingness to provide efforts championing gender equality within the GenAI domain.

## 5. Our governance

### 5.1. Board of Directors

Our corporate governance systems seek to ensure that Amdocs is managed with the interests of all stakeholders in mind. These systems include checks and balances, which we believe enable the Board of Directors to have appropriate oversight responsibilities while also providing incentives designed to align management interests with those of our stakeholders.

The Board of Directors monitors the integration of ESG into decision-making processes, encourages sustainable business strategies, and oversees engagement with critical stakeholders.

To maintain a non-partisan business approach, no governmental institutions or founding family members own more than 5% of total company voting rights, nor do founding family members. The shareholder structure consists of one class of ordinary shares, each with one vote. There are no preference shares outstanding or other voting restrictions on the company's shares.

We seek to ensure that our Board of Directors is effective and aligned with the long-term interests of shareholders. The board meeting attendance rate was at least 75% during the past fiscal year 2023, and board member elections are held annually. Compensation of our Board of Directors includes variable portions such as equity incentives and performance bonuses, designed to reward the accomplishment of both short- and long-term corporate objectives. Amdocs has adopted Corporate Governance Guidelines to assist our Board of Directors and its committees in carrying out their duties and responsibilities in the best interests of the company. For more information, see [Amdocs Corporate Governance Guidelines](#).

As described in the Corporate Governance Guidelines, due to the global and versatile nature of the company's business, the Board believes it is important to consider diversity of race, ethnicity, gender, age, education, cultural background, and professional experiences in evaluating Board candidates to provide practical insights and diverse perspectives.

The Amdocs Board of Directors includes two female members and two members from underrepresented individuals pursuant to Nasdaq rules, reflecting our commitment to diversity and inclusion at the highest levels of leadership.





**Our Board members\***

Name	Age	Position	Independence
Eli Gelman	65	Chairman of the Board Director and Member of the Technology and Innovation Committee	Chairman of the Board Independent Director
Robert A. Minicucci	71	Director and Chairman of the Nominating and Corporate Governance Committee; Member of the Management Resources and Compensation Committee; Member of the Audit Committee	Independent Director
Adrian Gardner	61	Director, Chairman of the Audit Committee	Independent Director
Richard T.C. LeFave	72	Director and Chairman of the Technology and Innovation Committee; Director, Member of the Audit Committee, Management Resources and Compensation Committee, Nominating and Corporate Governance Committee	Independent Director
Rafael de la Vega	72	Director and Chairman of the Management Resources and Compensation Committee	Independent Director
John A. MacDonald	70	Director and Member of the Management Resources and Compensation Committee; Member of the Nominating and Corporate Governance Committee; Technology and Innovation Committee	Independent Director
Yvette Kanouff	58	Director and Member of the Technology and Innovation Committee	Independent Director
Sarah Ruth Davis	56	Director and Member of the Audit Committee	Independent Director
Amos Genish	63	Director and Member of Technology and Innovation Committee	Independent Director
Shuky Sheffer	63	Director and President and Chief Executive Officer	

\* Per the Proxy Statement filed on 6K Form, dated December 21, 2023.

Ten (10) Directors serve on our Board of Directors, all of whom were elected at our annual meeting of shareholders on February 2, 2024. All directors hold office until the next annual meeting of our shareholders, which generally is in January or February of each calendar year, or until their respective successors are duly elected and qualified, or their positions are earlier vacated by resignation or otherwise.

In August 2017, the Board of Directors established a mandatory retirement age of 73 for directors. No person of or over the age of 73 years shall be nominated or elected to start a new term as director, unless the Chairman of the Board of Directors recommends to the Board of Directors, and the Board of Directors determines, to waive the retirement age for a specific director in exceptional circumstances. Once the waiver is granted, it must be renewed annually for it to stay in effect. Other than the employment agreement between us and our President and Chief Executive Officer, which provides for immediate cash severance upon termination of employment, there are currently no service contracts in effect between us and any of our directors providing for immediate cash severance upon termination of their employment.

Amdocs ensures that our board members are financially literate, have extensive managerial experience at public and private companies, and have expertise in understanding our evolving industries.

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## 5.2. Board committees

Our Board of Directors maintains four standing committees, as described below. Members of each committee are appointed by the Board of Directors.

**The Audit Committee** reviews, acts on and reports to the Board of Directors with respect to various auditing and accounting matters, including the selection of our independently registered public accounting firm, the scope of the annual audits, fees to be paid to and the performance of this public accounting firm.

The Audit Committee also assists with the Board of Directors' oversight of our accounting practices, financial statement integrity and compliance with legal and regulatory requirements, including establishing and maintaining adequate internal control over financial reporting, risk assessment and risk management.

**The Nominating and Corporate Governance Committee** identifies individuals qualified to become board members, recommends nominees for election as directors at the annual general meeting of shareholders, develops and makes recommendations to the Board of Directors regarding our corporate governance principles and oversees the evaluations of our directors. The Committee shall be responsible for reviewing the Company's actions in furtherance of its corporate social responsibility, including environmental, social and governance matters and the consideration of the impact of related policies and processes on employees, citizens and communities.

**The Management Resources and Compensation Committee** discharges the responsibilities of our Board of Directors relating to the compensation of the Chief Executive Officer of Amdocs Management Limited, makes recommendations to our Board of Directors with respect to the compensation of our other executive officers and oversees management succession planning for the executive officers of the company.

**The Technology and Innovation Committee** was established to assist the Board of Directors in reviewing our technological development, opportunities and innovation, in connection with current and future business and markets.

During fiscal year 2023, the Board of Directors held five meetings. In addition, the Audit Committee held five meetings, the Nominating and Corporate Governance Committee held five meetings and the Management Resources and Compensation Committee and the Technology and Innovation Committee each held three meetings.



## Our compensation structure philosophy

The following summarizes our compensation philosophy for our directors and executive management – “What we do?” and “What we do not do?”:

### What we do?

- We seek to provide an appropriate mix of short and long-term incentives
- We target at least 50-70% of executive management compensation to be performance-contingent
- We strive to align executive management compensation with shareholder return through equity incentive awards
- We set performance objectives, which we believe will drive shareholder returns
- We use a combination of performance metrics, such as total shareholder return (TSR), earnings per share (EPS), and revenue growth, to ensure that no single measure affects compensation disproportionately
- We generally subject equity grants to vesting periods of three to four years to motivate long-term performance, align the interests of executive management and shareholders, and provide an incentive for retention
- We established stock ownership requirements for executive management and non-employee directors
- We include a clawback policy for cash and equity incentive awards beyond those required under SEC and Nasdaq rules

### What we **do not** do?

- No minimum guaranteed vesting for performance-based equity awards
- No guaranteed performance bonuses
- No executive contracts with multi-year guaranteed salary increases or nonperformance bonus arrangements
- No loans to executives or directors



## 5.3. ESG at the highest levels

### ESG oversight by the Board of Directors

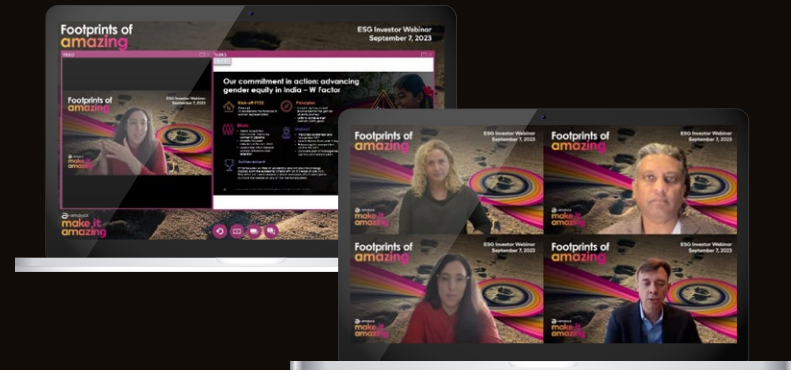
During FY2023, at each of the quarterly meetings of the Board of Directors, members received updates and discussed ESG-related company matters. This included the impact achieved, which is associated with our public commitments to various ESG initiatives, including our goals and targets. Among the topics presented and discussed were:

- Results of the company's key ESG assessments
- ESG & CSR Report
- ESG Investors Webinar
- Product sustainability
- Trends on sustainable issues that affect our sector
- Digital Equity and Inclusion strategy, programs and campaigns
- Diversity, Equity and Inclusion
- Community Impact initiatives
- Amdocs' response to disaster relief cases
- Tech for Good platform
- Partnerships with customers and the ESG sector
- Climate & Environment

### Investors webinar

In FY2022, Amdocs hosted our first-ever ESG webinar for investors presented by Tamar Rapaport-Dagim (Amdocs CFO & COO), Anthony Goonetilleke (Group President of Technology & Head of Strategy), Idit Duvdevany Aronsohn (Head of Corporate Responsibility, Inclusion and Wellbeing | ESG) and Mathew Smith (Head of Investor Relations). The webinar, which focused on our people, products, and services, was met with a positive response, sparking active engagement and questions from attendees, all of which were addressed during the event. Building on this momentum, we held another webinar in FY2023. This session provided an in-depth look into Amdocs' ever-evolving ESG journey, offering insights into our accomplishments to date, our strategic roadmap for the future, and the crucial role our people-centric approach plays in achieving our commitments.

Find more about our latest ESG webinar [here](#).



## 5.4. Risk management

Risk assessment and management are integrated into all our business processes and operations to ensure that we achieve our long-term goals in a sustainable way. Our comprehensive risk assessment begins by identifying the risk and its place along the value chain. Risks are then described in full detail, including how they relate to the company. We believe these steps enable us to assess the likelihood of the risk, the appropriate management approach, and the necessary cost to be designated for each risk.

Mitigation plans are presented to the relevant management, who decide on an appropriate plan of action. The Amdocs Risk Management Team gathers inputs from top management on a yearly basis to conduct the overall risk assessment for Amdocs' business worldwide. Main risks are analyzed based on their respective magnitude and likelihood, presented to the Board of Directors and additional key stakeholders, and are publicly reported by the Company, most significantly our annual report on Form 20-F, which we file with the SEC. The ESG-related risks are an integral part of the general risk overview.

The process is managed by the Enterprise Risk Management Team. Led by the Head of Accounting, the team acts as an independent unit and reports directly to the CFO & COO, who consults with all business units and corporate general managers (GMs) on key risks for the business, including operational, financial, cyber, compliance and strategic risks.

Among the topics covered are environmental, social and governance risks related to the company. Risks are ranked by every general manager in accordance with their impact and likelihood, including forecasts of impact of those risks over the next three years. In addition, business continuity risks are identified and managed by the Business Continuity Management (BCM) team including via the following processes:

1. Threat assessments are conducted according to ISO 31000 guidelines and certified by ISO 22301 standards of business continuity management
2. Major sites are classified by their vulnerability and importance to Amdocs, the number of employees, location, whether they have a data center (DC), services provided/ customers attended, and related revenue

3. The Business Continuity Plan Team lists 20 threats that could have a direct impact on Amdocs' physical assets and business, among them climate-related threats, such as floods, hurricanes and extreme hot and cold weather
4. Together with other Amdocs teams – Facilities, HR, Security, EHS, IT and Information Security – the threats considered are analyzed according to their expected likelihood and potential business impact
5. In every case, the impact on the site is defined, as well as risk and control measures in place





Amdocs promotes an effective risk culture by operating a hotline and information security unit where employees can proactively identify and report potential risks. We are proud that our brand and reputation are associated with our public commitments to a multitude of ESG initiatives, including our goals for sustainability, inclusion and diversity. Yet this also means that our disclosures on these matters and any failure to achieve our commitments could harm our reputation and adversely affect our customer relationships or our recruitment and retention efforts.

As a result, one of our core values is to remain transparent and consistent, both with our reporting of ESG data, as well as our commitment to constantly improve our performance and remain a market leader in this domain.

Amdocs' Risk Management team is engaged to review all our ESG data disclosure processes, with the initial reason and primary goal of enhancing the accuracy and consistency of reporting disclosures. Through this process, we follow our commitment to transparency and accountability, striving to ensure that we provide ESG disclosures in a responsible and trustworthy manner.

Generative AI presents new risks for enterprises including Amdocs. In addition to our approach to IP protection and policy training referenced previously, we carefully monitor the rapidly evolving technology, legal and competitive landscape in this domain to ensure effective risk management.

During FY2024, we conducted an internal review of our ERM practices, methodologies and the results were presented and approved by the Board's Audit committee and implemented in our FY2024 ERM annual process.

### **Risk management oversight**

Our management is responsible for assessing and managing risk, periodically reviewing areas of material risk within our organization to evaluate and enhance risk identification and mitigation strategies. Our Board of Directors oversees and reviews these efforts as they relate to strategic and business risks. Our audit committee oversees and reviews the Company's policies and processes with respect to enterprise risk management, discusses these efforts as they relate to operational and financial risks, and periodically reports and makes recommendations to our Board of Directors regarding these matters.

## 5.5. Tax compliance

Amdocs aspires to follow laws and regulations relating to its tax activities, to maintain an open and transparent relationship with the tax authorities based on collaboration and integrity. We monitor tax governance and manage tax risks carefully. Our Global Tax Strategy, a publicly available document that is approved by the Chief Financial Officer, and which is reviewed periodically, sets out our:

- Tax strategy statement
- Approach to governance, risk management, and compliance
- Approach to tax planning
- Approach towards dealings with tax authorities

Amdocs is prepared to accept a certain level of tax risk and has established and maintains robust policies and compliance processes to ensure the integrity of our tax returns and the timely and accurate payment of taxes to relevant tax authorities. We publicly report revenues for the main geographic regions in which we operate. The following table describes our earnings before tax (income statement), reported taxes and cash taxes paid (cash flow statement) over the last three fiscal years.

Financial Reporting	FY2020	FY2021	FY2022	FY2023
Earnings before tax (thousands of \$)	583,322	814,306	648,406	636,361
Reported taxes (thousands of \$)	85,482	125,932	98,905	93,399
Cash taxes paid (thousands of \$)	45,398	146,442	80,419	156,386





## 5.6. Ethics

High professional and ethical standards of conduct comprise the moral fabric and strong foundation of our company. The trust and confidence of our employees, customers, shareholders, and suppliers are among our greatest assets, and our success depends on maintaining our culture and reputation for excellence and integrity in everything we do. We go above and beyond legal requirements and implement our own initiatives to ensure ethical conduct in addition to meeting all our ethics-related obligations as a Nasdaq-traded company.

We see ethical standards as strategic opportunities, crucial to creating a positive working environment that will not only help our employees thrive but benefit all those impacted by our business. For details about relevant policies, please refer to section [5.7. Our corporate policies](#).



## 5.7. Our corporate policies

To reach the thousands of employees working in our offices across the globe, and many others connected to our company through our supply chain, we have developed strong corporate values that inspire ethical behavior. We have also established clear rules to guide personal interactions and decision-making. Our values and core principles are set out in our core policy documents, which are made publicly available to all employees and contractors worldwide. These include:

- Corporate Governance Guidelines
- Code of Ethics and Business Conduct
- Amdocs Human Rights and Labor Practices Statement
- Global Anti-Bribery and Corruption Policy
- Gifts and Hospitality Policy
- Information Security Policy and IP Protection Guidelines
- Insider Trading Policy
- Third-Party Anti-Bribery and Corruption Procedure
- Amdocs Global Tax Strategy
- Supplier Code of Conduct
- Statement of Significant Corporate Governance Differences

### 5.7.1. Code of Ethics and Business Conduct

Amdocs' Code of Ethics and Business Conduct applies to all employees and service providers, and is the embodiment of Amdocs' shared commitment to the highest standards of integrity. The Code is published on our internal portal and external website, and is organized into easily navigated sections:

- Employment principles, including diversity, anti-discrimination, and anti-harassment principles
- Employee health and safety
- Personal data protection and privacy
- Conflicts of interest
- Anti-bribery and corruption
- Gifts, hospitality payments, and contributions
- Protecting Amdocs assets
- Respect for the marketplace
- Business conduct

The Code sets forth heightened responsibilities inherent to certain positions (e.g., a manager's unique responsibility to set an example and promote ethics campaigns). The Code also provides example scenarios with practical questions and answers, accompanied by flow charts to assist with decision-making.

Amdocs builds a culture of ethical behavior by encouraging our people to refer to the Code when unsure of what to do and to always raise concerns without fear of reprisal. We constantly encourage our people to report all instances of potentially unethical behavior. For this purpose, we maintain an anonymous ethics hotline, available over the phone and online in local languages 24 hours a day, operated by an independent third-party provider. We guarantee that concerns that are raised will be treated with the greatest respect, seriousness, and confidentiality.

Every report submitted must be screened by Amdocs Internal Audit and a summary of all misconduct cases, including reports from our ethics hotline and other sources (HR, Information Security, etc.), is presented to our CEO and Audit Committee on a quarterly basis, preserving the anonymity of the sources.

### 5.7.2. Corruption and bribery

Amdocs has implemented an end-to-end anti-bribery and corruption compliance program that is designed in accordance with best practices, guidance from regulators, and our ongoing and dynamic assessment of our anti-bribery and corruption risks. Our Global Anti-Bribery and Corruption Policy is the cornerstone of this program, reflecting our commitment to ethical business practices and compliance with all applicable anti-corruption laws. The policy serves as our compliance roadmap and is implemented through a number of processes and controls aimed at (a) preventing and detecting possible anti-bribery and corruption risks, and (b) instilling a culture of compliance through all operational and sales functions within the company.

Specifically, Amdocs has implemented a robust process for the management of anti-bribery and corruption risks associated with third parties, including risk assessment, scrutiny of the business case, due diligence, and risk-based approvals for such engagements. In addition, the company has in place a comprehensive, digital process for recording, approving, and monitoring related to our sales and marketing activities. Finally, Amdocs continues to refine its monitoring and testing processes on an ongoing basis and engages stakeholders across all relevant functions to assist with these monitoring efforts and take ownership of anti-corruption and bribery risks.

In the context of our mergers and acquisitions activity, we continue to focus on both pragmatic, effective pre-acquisition due diligence, and then the rapid integration of the acquired company into our compliance program and culture. In the M&A context and elsewhere, we continually strive to foster awareness and risk ownership through meaningful training and the ongoing engagement of stakeholders.

### 5.7.3. Commitment to diversity, inclusion and non-discrimination

Amdocs is committed to creating and fostering a diverse and inclusive workforce. We provide equal employment opportunities to all employees and applicants, and prohibit discrimination and harassment of any type without regard to race, color, religion, sex, national origin, age, sexual orientation, gender identity, gender expression, marital status, disability, veteran status, or other status that is protected by law.

The policy applies to applicable employment opportunities, including the hiring and promotion of our employees as well as to the applicability of various benefits and determination of compensation. All of these are decided based on an individual's competence, performance, experience, job suitability, and benchmark, and in accordance with the company's business needs.

### 5.7.4. Human rights and labor practices statement

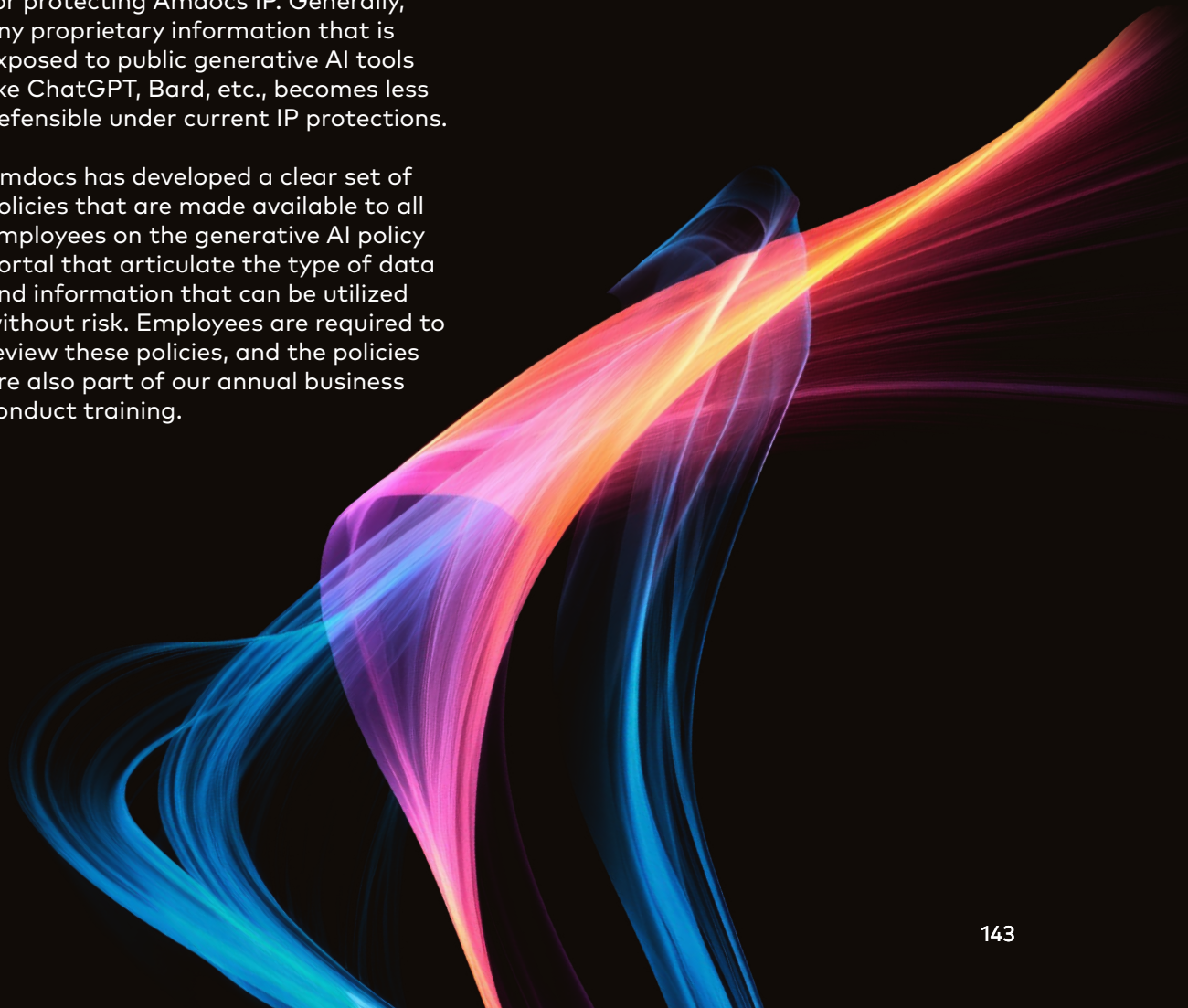
Amdocs takes a zero-tolerance approach to any form of modern slavery, human trafficking, or child labor practices in our business and supply chains. In our business, we practice zero-tolerance of child labor, freely chosen employment, non-discrimination, balanced working hours, proper wages, and benefits. We do not tolerate any kind of harassment, violence, threats to the protection of the environment, health and safety, or violations of employee privacy. Amdocs' Human Rights and Labor Practices statement can be found [here](#).

We expect our suppliers to comply with all applicable labor and employment laws and regulations wherever they are based in the world. We will not continue to do business with any supplier identified as tolerating any form of modern slavery or human trafficking in their business activities.

### 5.7.5. Artificial Intelligence policy

With the advent of generative AI, there are important considerations for protecting Amdocs IP. Generally, any proprietary information that is exposed to public generative AI tools like ChatGPT, Bard, etc., becomes less defensible under current IP protections.

Amdocs has developed a clear set of policies that are made available to all employees on the generative AI policy portal that articulate the type of data and information that can be utilized without risk. Employees are required to review these policies, and the policies are also part of our annual business conduct training.





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## 5.8. Data protection

Amdocs is committed to ensuring personal data protection. As part of this commitment, we have established and continue to maintain, a comprehensive global data protection program, with executive sponsorship, aimed at monitoring and ensuring compliance with applicable privacy and data protection laws. The program is monitored by our Global Data Protection Officer (DPO), with local DPOs appointed in the relevant regions, as well as privacy representatives assigned to each of our company departments responsible for the specific implementation of the program within each of our units worldwide. We comply with international cybersecurity standards ISO 27001 and ISO 27032, and use the European General Data Protection Regulations (GDPR) as our privacy standard under the program.

As part of our Data Protection Program, we have implemented related procedures, processes, and controls, and put in place specific policies related to data collection and transparency, information security measures, and data subject access rights – all supported by company-wide training and awareness campaigns.

We also have a vendor management process that includes thorough onboarding procedures and a due-diligence process to ensure our suppliers' compliance with privacy laws and contractual obligations.

Amdocs aims to be fully transparent with its customers regarding personal data collection use and storage.

As a data processor, we implement and monitor our customers' requirements related to data collection as part of customer engagements and projects. We invest time and resources to identify and address cybersecurity risks, including risks that our customers face when using our systems, products or services.

Data subjects are made fully aware as to how their information is captured, used and retained.



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## 5.9. Cybersecurity

Information security policies and procedures are applicable to all our employees, customers, partners, and contractors. An information security policy is available internally to all employees, as well as externally to vendors and customers.

We invest time and resources to identify and address cybersecurity risks, including risks that our customers face with regard to our systems, products or services. We have established policies and procedures, benchmarked against industry best practices, designed to protect the integrity and security of our products and services, and follow secure development practices. These policies and procedures as well as our cybersecurity strategies, including those related to risk and materiality assessment, incident response, and disaster recovery, are periodically evaluated by our management and Board of Directors. To foster a culture of security awareness and responsibility among our workforce, we utilize educational tools, such as cybersecurity awareness training, and reporting procedures and tools, such as our 24/7 Global Cybersecurity Center. Additionally, in light of the transition across the globe to a hybrid working environment, we have enabled secure solutions for collaboration and remote connectivity. We also work with our customers and use overlapping controls to defend against cybersecurity attacks and threats on customers' networks, end-user devices, servers, applications, data, and our cloud solutions.

The information security and cybersecurity policies and procedures apply to all our employees and contractors, especially employees with access to critical information. The cybersecurity domain is sponsored and ongoing governed by two executive members, the CFO & COO and the Group President, Amdocs Technology. The Chief Information Security Officer (CISO) is responsible for overseeing cybersecurity within the Company.

Employees undergo annual information security training and must sign off annually, agreeing to the policy. This is part of our Business Code of Conduct (BCC). The Cyber Awareness operation includes mandatory annual Code of Conduct training, monthly newsletters, Monday mailers, phishing and social engineering simulations, and a Cyber Awareness Week.

Furthermore, a clear escalation process for potential security breaches is provided to all employees. This includes multiple internal incident reporting channels such as by phone, portal, and email reporting. All reports are managed by our 24/7 Global Cybersecurity Center.

Amdocs conducts ongoing third-party vulnerability scans and recurring security testing of its critical assets' digital footprint to ensure protection. Amdocs also conducts annual technical and managerial tabletop exercises to simulate and assess the incident response process followed in the organization. Additionally, Amdocs is an ISO 27001 certified organization and undergoes audits of its information security management systems. The most recent ISO 27001 audit was conducted during FY2023.

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## 5.10. Business conduct campaign training

All Amdocs employees undergo mandatory business conduct training once a year via a comprehensive e-learning activity that teaches the principles of Amdocs Code of Conduct and tests employees' knowledge of the Code. Core modules include:

- Code of Ethics and Business Conduct
- Cybersecurity and IP Protection
- Environment, Health and Safety
- Prevention of Sexual Harassment
- Unconscious Bias

In FY2023, we proudly reached a 100% employee completion rate in our Business Conduct Campaign. Amdocs employees are required to complete a curriculum of 7 courses, which cover topics such as the Code of Ethics, gifts and hospitality, anti-bribery and anti-corruption, cybersecurity, IP&SW compliance & data privacy, sanctions, inclusive behaviors and unconscious bias in the workplace. Employees in specific roles, including those in sales, pre-sales, procurement, legal, and finance, must undertake additional training focused on anti-corruption measures.

To successfully pass each course, participants are required to complete the entire e-learning session and sign a declaration of compliance. Moreover, all new hires at Amdocs are obligated to certify their acceptance of the Code of Conduct as a key part of their onboarding process.

## 5.11. Collective bargaining agreements

Amdocs employs people who are represented by independent trade unions in Canada, Brazil, and Chile. In the Netherlands and Germany, we have a works council body that represents the employees. Similar bodies exist in France and Finland.

## 5.12. Policy influence

Amdocs prohibits any organizationally-sponsored political contribution activity. In 2023, we did not contribute financially as an organization to political campaigns, political organizations or other tax-exempt political groups. We follow this policy to reduce the potential for expenditures to, or favoritism from, political figures. We do not, however, restrict the personal freedom of our employees to engage in the political process and to support the political campaign, organization or group of their choice.



## 5.13. Human rights

Amdocs seeks to demonstrate a strong commitment to human rights through its comprehensive Human Rights and Labor Practices Statement, which sets high standards of corporate social responsibility across its global operations in more than 85 countries. The company, supports the Universal Declaration of Human Rights as a global standard, and recognizing its employees as its greatest asset, helps to ensure that they are treated with dignity and respect, in full compliance with applicable laws and regulations. Amdocs' core principles highlight its dedication to providing a healthy and inspiring workplace, promoting career growth, and fostering an inclusive environment free from discrimination, harassment, and any form of forced or child labor.

This commitment extends to encouraging suppliers to adhere to similar standards, thereby reinforcing Amdocs' dedication to ethical practices and respect for human rights throughout its supply chain. Additionally, Amdocs' efforts to maintain a safe and healthy work environment are supported by its commitment to international Environment, Health, and Safety (EHS) management standards, further exemplifying its role as a responsible corporate citizen committed to the well-being of its employees and the broader community.



# About this report



This report is written in accordance with the Global Reporting Initiative (GRI) Universal Standard, the Sustainable Accounting Standards Board (SASB) Standards, the Task Force on Climate-Related Financial Disclosures (TCFD) and the Sustainable Development Goals (SDGs).

It provides a comprehensive overview of our environmental, social, and governance (ESG) projects and activities for FY2023 until June 2024, and ESG key metrics and indicators of FY2023 (which runs from October 1 to September 30) relevant to our stakeholders.

The scope of the data included, covers the reporting period from October 1, 2022, to June 2024. The data is collected at the end of the financial year, encompassing all operations and activities of Amdocs, including all Amdocs sites, covering 100% of our business operations.

Amdocs environmental report covers approximately 95% of our business operations, including Scope 1, Scope 2 and Scope 3 emissions, and are verified by a third-party independent auditor in accordance with ISO 14064-3. The calculation of GHG emissions was conducted according to the GHG Protocol.

The report consists of 3 scopes: Scope 1 (direct emissions) – emissions from activities owned or controlled by our organization; Scope 2 (energy indirect) – emissions associated with our consumption of purchased electricity; and Scope 3 (other indirect) – additional indirect emissions that occur at sources not owned or controlled by our organization.

This is our eighth ESG report that continually presents our annual performance, providing clear and easily comparable data. Since our last report, we have provided an update to our last years' Mobile World Congress (MWC) 2023 donation campaign. For more details, please refer to paragraph 2.7. Additionally, we have corrected the reporting unit for paper consumption in our GRI index.

The report was written with the assistance of Good Vision – a CSR Consulting Firm, part of the Fahn Kanne & Co. Grant Thornton Group.

We wish to thank all the people and entities involved in the collection of data, writing and production of this report.

If you have any questions or comments about this report, please contact:

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# Annex 1. ESG Data

## Environment

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023
Emissions	Scope 1	tCO <sub>2</sub> e	1,929	2,026	2,175	1,327	1,141
	Scope 2 – location based	tCO <sub>2</sub> e	54,996	46,822	39,442	40,093	41,493
	Scope 2 – market based	tCO <sub>2</sub> e			38,555	25,057	24,556
	Scope 3 – location based	tCO <sub>2</sub> e	100,004	50,611	28,414	41,441	52,030
	All scopes per employee – market based	tCO <sub>2</sub> e/employee	7.15	4.6	3.28	2.82	3.05
	% of relative emissions reduction (per employee)	%	10.7	35.6	28.7	13.9	(8.0)
	All scopes – location based	tCO <sub>2</sub> e	156,929	99,461	70,031	82,861	94,665
	All scopes – market based	tCO <sub>2</sub> e			69,145	67,825	77,727
	Offsets	tCO <sub>2</sub> e	1,819	3,337	2,400	1,215	no offsets



	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Energy</b>	Total electricity consumption	MWh	103,874.18	94,557.43	84,480.37	86,982.09	93,766.95
	Fuel consumption (gasoline for cars)*	Million liters	2.62	0.54	1.50	1.54	1.68
	Fuel consumption (diesel for cars)*	Million liters	1.18	0.29	0.958	0.886	0.70
	Data center energy usage	MWh	54,626.04	56,021.27	53,385.46	49,103.43	48,336.68
	Total non-renewable energy (Scope1+2 – Fuel and electricity consumption)	MWh	95,568.58	86,089.25	68,994.59	48,953.52	39,232.19
	Total renewable energy	MWh	10,477.81	9,597.13	16,388.73	46,611.40	55,233.02
	Percentage of total renewable energy	%	10.09	10.15	19.40	53.6	58.9
	Percentage of renewable energy on DCs	%	12	10	19	62	58
	Average PUE	PUE	1.74	1.63	1.56	1.54	1.59
	% of absolute reduction in electricity consumption	%	4.4	9.0	11	(3)	(7.8)
<b>Water</b>	Total water consumption	Million cubic meters	0.204	0.090	0.045	0.064	0.141
<b>Waste</b>	Total waste disposed (including waste recycled, organic materials and landfilled waste)	Metric tons	4,789	2,988	2,569	2,505	2,985
	Total waste landfilled	Metric tons	4,629	2,855	2,384	2,374	2,823
	Total waste recycled (solid waste only)	Metric tons	160	133.3	185.03	130.53	160.60
	Paper consumption in sites with more than 20 employees	Kg**	29,742.5	18,852.5	11,856.3	8,997.5	35,878
	% of reduction in paper consumption	%	21.6	36.6	37.1	24.1	(298.75)

\*Data only for Israel

\*\*Correction of units from previous year's report

## Social

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023
Workforce	Total number of employees	People	24,516	25,875	28,552	31,855	29,593
	Senior Management	People	208	209	212	209	233
	Managers	People	3,000	3,000	3,151	3,670	3,561
	Employees (permanent and temporary)	People	22,000	23,200	22,027	24,073	23,384
	Interns (*unpaid)	People		22		29	38
	Graduates	People		2,400	3,162	3,874	2,377
	Number of full-time employees	People	24,516	25,875	28,552	31,855	29,593
	Number of external employees absorbed as employees of the company	People	401	28	411	393	177
Employee engagement and development	% of employees working for at least 3 years	%	60.5	58	49.6	55.0	51.1
	Average tenure at Amdocs	Years	6.3	6.17	5.75	5.31	6.31
	Amount spent per full-time employee on training and development	USD	457	388	359	332	339
	% of positions filled internally	%		39.4	40.1	42.1	46.2
	% of employees who chose to take part in personalized voluntary upskilling programs	%		17	13	13	72
	Employees who participated in courses advancing their business skills	# employees			3,513	4,280	6,000
	% of employees who chose to participate in learning and development programs	%		82	88	89	92

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Employee engagement and development</b>	Feedback questionnaires distributed as part of 360-degree review process	# questionnaires			over 7,000	over 10,000	over 10,000
	% of feedback questionnaires completed as part of 360-degree review process	%			over 75	over 85%	over 85%
	Participation in 360-degree review	% of leadership cohort who participated			95	75	75
	Number of employees who took part in Aspire activities	# employees			over 10,000	10,500	6,000
	Organizational Health Index	%		79	no OHI survey	83	no OHI survey
<b>Diversity</b>	% of female share of total workforce	%	30.7	30.8	32	32.7	32.6
	Females in all management positions, including: junior, middle and senior management	% of total management workforce	24	23	25	25.4	25
	Females in junior management positions. i.e. first level of management	% of total top management positions	26.1	26.4	26	31.1	31.8
	Females in top management positions, i.e. maximum two levels away from the CEO or comparable positions	% of total top management positions	27.1	27	27	27	27
	% of women among the new hires in software engineering	%	29	25.8	27	28.88	22



	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023
Diversity	% of women in software testing company-wide	%	37	40	43	45	45.8
	% of women among the new hires in software testing	%	42	41.7	47	47	49.4
	% of women product managers and owners	%			33	34.7	34
	% tech roles held by women	%			29	29.4	29.5
	% women in tech graduate population	%			38	35	31
	Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)	%		22	23	23	23
	Share of women in STEM-related positions (as % of total STEM positions)	%		27.4	28.3	29.3**	29.1
	% of Arabs working at Amdocs Israel	% out of employees in Israel	5	5	More than 10%	8.6	8.6
	% of new hires in Israel from Arab society	%		11	11	13	12
	Baby boomers generation in Amdocs global workforce*	% of total workforce		4.1	4	3.1	2.9
	Generation X in Amdocs global workforce	% of total workforce		28.3	26	22.5	22.7
	Generation Y in Amdocs global workforce	% of total workforce		54.3	50	46.5	45.9
	Generation Z in Amdocs global workforce	% of total workforce		13.3	20	27.9	28.5
	American Indian or Alaska Native (Not Hispanic or Latino)*	% of total workforce in the U.S.			0.17	0.17	0.23

\*If an employee's ethnicity is not reported (self declared information), then white is the default

\*\*Correction from the previous year's report

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023
Diversity	Asian (not Hispanic or Latino)*	% of total workforce in the U.S.			23.53	24.56	25.38
	Black or African American (Not Hispanic or Latino)*	% of total workforce in the U.S.			3.05	3.67	3.44
	Hispanic or Latino*	% of total workforce in the U.S.			3.60	4	4.33
	Native Hawaiian/Other Pacific Islander (Not Hispanic or Latino)*	% of total workforce in the U.S.			0.22	0.19	0.16
	White*	% of total workforce in the U.S.			68.83	66.79	65.83
	Two or More Races*	% of total workforce in the U.S.			0.60	0.62	0.63
	American Indian or Alaska Native (Not Hispanic or Latino)*	% of total management workforce in the U.S.			0	0	0.13
	Asian (not Hispanic or Latino)*	% of total management workforce in the U.S.			29.35	28.85	30.53
	Black or African American (Not Hispanic or Latino)*	% of total management workforce in the U.S.			2.26	3.08	2.54
	Hispanic or Latino*	% of total management workforce in the U.S.			2.66	3.08	3.05

\*If an employee's ethnicity is not reported (self declared information), then white is the default

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023
Diversity	Native Hawaiian/Other Pacific Islander (Not Hispanic or Latino)*	% of total management workforce in the U.S.			0.13	0.25	0.13
	White*	% of total management workforce in the U.S.			65.60	64.36	63.49
	Two or More Races*	% of total management workforce in the U.S.			0	0.37	0.13
Health and Safety	% of vehicle fleet that caused accidents with damage over \$800	%	26.7	21.2	22.5	26.9	26.6
	DART Rate	Rate	0.034	0.012	0.036	0.021	0.044
	Severity Rate	Rate	6.8	8.5	12	3	27
	SIF (Serious Incident or Fatality)	#	0	0	0	0	0
Community	Total monetary value of our corporate citizenship and philanthropic contributions	USD		804,945	769,145	975,051	1,463,061
	Equipment donated	Computers, Equipment, Furniture		2,000+	2,000	2,100	11,229**
	Volunteering hours by Amdocs Employees	Hours		5,000	5,000	15,000	30,000

\*If an employee's ethnicity is not reported (self declared information), then white is the default




\*\*There is a significant increase because of the movement to the new campus. All furniture from the old campus in Israel were donated during FY2023






## Governance




	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Corporate governance</b>	Number of executive directors		2	2	1	1	1
	Number of independent directors		9	7	10	9	9
	Target share of independent directors on the board		9 out of 11	7 out of 9	10 out of 11	9 out of 10	9 out of 10
	Amdocs board meeting attendance per fiscal year	%	75% at least	75% at least	75% at least	75% at least	75% at least
<b>Ethics</b>	% of employees that complete the ethical training	%	100	100	100	100	100
<b>Tax</b>	Earnings before tax	(thousands of \$)	567,887	583,322	814,306	648,406	648,406
	Reported taxes	(thousands of \$)	88,441	85,482	125,932	98,905	98,905
	Cash taxes paid	(thousands of \$)	75,790	45,398	146,442	80,419	80,419
<b>Customer satisfaction</b>	Number of customers that Amdocs surveyed along the year		60	59	72	71	71
	Number of respondents for Amdocs surveys			1,669	1,517	1,595	1,595
	% of surveyed costumers that were surveyed face-to-face or through phone	%	55	57	61	52	52
	% of Truly Loyal Respondents in the reporting year	%	67	67	72	67	67




# Annex 2. UN Sustainable Development Goals Index

UN SDGs	Linking SDGs and SDG targets with Amdocs focus areas	Reference on how Amdocs supports this SDG
 <p>2 ZERO HUNGER</p>	<p>2.1 – End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round.</p> <p>2.3 – Double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.</p>	<ul style="list-style-type: none"> <li>• Corporate citizenship and community projects</li> </ul>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>3.8 – Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</p>	<ul style="list-style-type: none"> <li>• Supporting our employee's mental and physical health</li> <li>• Health and safety</li> <li>• Responsible supply chain</li> </ul>
 <p>4 QUALITY EDUCATION</p>	<p>4.4 – Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.</p> <p>4.6 – Ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.</p> <p>4.7 – Ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.</p>	<ul style="list-style-type: none"> <li>• Diversity, equity and inclusion</li> <li>• Employee development</li> <li>• Corporate citizenship and community projects</li> <li>• Digital inclusion</li> <li>• Tech for Good platform</li> </ul>

UN SDGs	Linking SDGs and SDG targets with Amdocs focus areas	Reference on how Amdocs supports this SDG
 <p>5 GENDER EQUALITY</p>	<p>5.1 – End all forms of discrimination against all women and girls everywhere.</p> <p>5.5 – Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>	<ul style="list-style-type: none"> <li>• Gender diversity programs</li> <li>• Corporate citizenship and community projects</li> <li>• Supplier diversity</li> <li>• Roundtable on elevating women in GenAI</li> </ul>
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>8.2 – Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors.</p> <p>8.4 – Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation.</p> <p>8.5 – Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p> <p>8.6 – Substantially reduce the proportion of youth not in employment, education or training.</p>	<ul style="list-style-type: none"> <li>• Our learning and development programs</li> <li>• Corporate citizenship and community projects</li> <li>• Digital inclusion</li> <li>• Our governance</li> <li>• Corruption and bribery</li> <li>• Ethics</li> <li>• Responsible supply chain</li> <li>• Environmental management</li> <li>• Our climate-related commitments</li> <li>• Core membership</li> <li>• Product sustainability and accessibility</li> <li>• Accelerating innovation</li> <li>• Responsible AI</li> </ul>
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>9.1 – Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p> <p>9.a – Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States.</p> <p>9.b – Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries.</p> <p>9.4 – Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>	<ul style="list-style-type: none"> <li>• Product sustainability and accessibility</li> <li>• Environmental principles of our products and services</li> <li>• Accelerating innovation</li> <li>• Products and services that help to promote digital inclusion</li> <li>• Tech for Good platform</li> <li>• Corporate citizenship and community projects</li> <li>• Accelerating innovation</li> <li>• Responsible AI</li> </ul>



UN SDGs	Linking SDGs and SDG targets with Amdocs focus areas	Reference on how Amdocs supports this SDG
	<p>10.2 – Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> <p>10.6 – Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions.</p>	<ul style="list-style-type: none"> <li>• Gender diversity</li> <li>• Ethnic diversity</li> <li>• Products and services that help to promote digital inclusion</li> <li>• Corporate citizenship and community projects</li> <li>• Responsible supply chain</li> </ul>
	<p>11.2 – Provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.</p> <p>11.6 – Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p>	<ul style="list-style-type: none"> <li>• Products and services that help to promote digital inclusion</li> <li>• Product sustainability and accessibility</li> <li>• Environmental principles of our products and services</li> <li>• Corporate citizenship and community projects</li> <li>• Environmental management</li> <li>• Our climate-related commitments</li> <li>• Core membership</li> <li>• Energy management</li> <li>• Calculating our GHG emissions</li> <li>• Employee and community environmental impact</li> <li>• Accelerating innovation</li> <li>• Responsible AI</li> </ul>
	<p>12.2 – Sustainable management and efficient use of natural resources.</p> <p>12.a – Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.</p> <p>12.5 – Substantial waste generation reduction through prevention, recycling and reuse.</p> <p>12.6 – Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<ul style="list-style-type: none"> <li>• Calculating our GHG emissions</li> <li>• Tech for Good platform</li> <li>• Product sustainability and accessibility</li> <li>• Environmental management</li> <li>• Our climate-related commitments</li> <li>• Core membership</li> <li>• Energy management</li> <li>• Environmental principles of our products and services</li> <li>• Employee and community environmental impact</li> <li>• Responsible AI</li> </ul>

UN SDGs	Linking SDGs and SDG targets with Amdocs focus areas	Reference on how Amdocs supports this SDG
	<p>13.1 – Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.</p> <p>13.3 – Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<ul style="list-style-type: none"> <li>• Calculating our GHG emissions</li> <li>• Scope 3 emissions</li> <li>• Product sustainability and accessibility</li> <li>• Environmental principles of our products and services</li> <li>• Tech for Good platform</li> <li>• Environmental management</li> <li>• Our climate-related commitments</li> <li>• Core membership</li> <li>• Energy management</li> <li>• Employee and community environmental impact</li> <li>• Responsible AI</li> <li>• Responsible supply chain</li> </ul>
	<p>16.5 – Substantially reduce corruption and bribery in all their forms.</p>	<ul style="list-style-type: none"> <li>• Ethics</li> <li>• Our corporate policies</li> <li>• Corruption and bribery</li> <li>• Responsible AI</li> <li>• Purchasing and finance support chat</li> <li>• Risk management</li> </ul>
	<p>17.3 – Mobilize additional financial resources for developing countries from multiple sources.</p> <p>17.8 – Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology.</p> <p>17.17 – Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnership.</p>	<ul style="list-style-type: none"> <li>• Products and services that help to promote digital inclusion</li> <li>• Tech for Good platform</li> <li>• Environmental principles of our products and services</li> <li>• Responsible supply chain</li> <li>• Roundtable on elevating women in GenAI</li> <li>• Corporate citizenship and community projects</li> <li>• Our climate-related commitments</li> <li>• Employee and community environmental impact</li> <li>• Product sustainability and accessibility</li> <li>• Roundtable on elevating women in GenAI</li> <li>• Customer satisfaction</li> </ul>

## Annex 3. UN Global Compact Index

Pillar	Principle	Linking Global Compact principles with Amdocs focus areas
Human Rights	<b>Principle 1</b> Businesses should support and respect the protection of internationally proclaimed human rights.	<ul style="list-style-type: none"> <li>Human Rights and Labor Practices Statement</li> </ul>
	<b>Principle 2</b> Make sure that they are not complicit in human rights abuses.	<ul style="list-style-type: none"> <li>Human Rights and Labor Practices Statement</li> <li>Code of Ethics and Business Conduct</li> </ul>
Labor	<b>Principle 3</b> Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	<ul style="list-style-type: none"> <li>Our Corporate Policies</li> <li>Collective Bargaining Agreements</li> <li>Supplier Code of Conduct</li> </ul>
	<b>Principle 4</b> Businesses should uphold the elimination of all forms of forced and compulsory labor.	<ul style="list-style-type: none"> <li>Human Rights and Labor Practices Statement</li> <li>Code of Ethics and Business Conduct</li> <li>Supplier Code of Conduct</li> </ul>
	<b>Principle 5</b> Businesses should uphold the effective abolition of child labor.	<ul style="list-style-type: none"> <li>Human Rights and Labor Practices Statement</li> <li>Code of Ethics and Business Conduct</li> <li>Supplier Code of Conduct</li> </ul>
	<b>Principle 6</b> Businesses should uphold the elimination of discrimination in respect of employment and occupation.	<ul style="list-style-type: none"> <li>Diversity, equity and inclusion</li> <li>Human Rights and Labor Practices Statement</li> <li>Code of Ethics and Business Conduct</li> </ul>



Pillar	Principle	Linking Global Compact principles with Amdocs focus areas
Environment	<b>Principle 7</b> Businesses should support a precautionary approach to environmental challenges.	<ul style="list-style-type: none"> <li>• Sustainable supply chain</li> <li>• ESG at the highest levels</li> </ul>
	<b>Principle 8</b> Businesses should undertake initiatives to promote greater environmental responsibility.	<ul style="list-style-type: none"> <li>• Calculating our GHG emissions</li> <li>• Scope 3 emissions</li> </ul>
	<b>Principle 9</b> Businesses should encourage the development and diffusion of environmentally friendly technologies.	<ul style="list-style-type: none"> <li>• Products and services that help to promote digital inclusion</li> <li>• Product sustainability and accessibility</li> <li>• Environmental principles of our products and services</li> </ul>
Anti-Corruption	<b>Principle 10</b> Businesses should work against corruption in all its forms, including extortion and bribery.	<ul style="list-style-type: none"> <li>• Third-party anti-bribery and corruption procedure</li> </ul>

## Annex 4. Amdocs Climate Disclosure according to TCFD

This 2023 update is built upon our previously published 2022 updated and addresses how Amdocs' addresses our climate related issues is structured in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

### ESG global governance

At Amdocs, our global Environmental, Social, and Governance (ESG) Strategy is directed from the top. Our Board of Directors oversees ESG matters both as a comprehensive whole and through its individual committees.

Our CEO and the Executive Team are actively involved. They oversee the overall ESG strategy, reviewing compliance, risk assessment, and evaluating how we effectively implement the strategy throughout the company. The realization and propulsion of Amdocs' long-term ESG strategy are managed by the ESG strategy core team, which includes the CSR, and Environment, Health & Safety teams. This team consists of dedicated professionals focused on the pertinent topics of sustainability.

The application of our ESG strategy across all corporate functions and business units is carried out by the domain-specific experts within each team.

Ideas and proposals for projects or initiatives also emerge from our ESG champions. Through these contributions, we foster the promotion and initiation of bottom-up activities throughout the company.

In recent years, via direct communication and collaboration with the ESG core team and Amdocs' CFO and COO, we have been working on expanding our low-carbon transition plan. Amdocs' CFO and COO oversee our performance in relation to Science-Based Targets.

During the quarterly meetings of Amdocs' Board of Directors, ESG is consistently on the agenda. These topics, especially those intertwined with climate-related risks and opportunities, and Amdocs efforts on those regards, are discussed as part of our business strategy. Foremost, in 2022, both our CEO and COO headed Amdocs first ESG Webinar, detailing our ESG journey to date, our future roadmap and the role of our people, products and services. Building on this momentum, we held another ESG investors webinar in FY2023. It was presented by Tamar Rapaport-Dagim (Amdocs CFO & COO), Anthony Goonetilleke (Group President of Technology & Head of Strategy), Idit Duvdevany Aronsohn (Head of Corporate Responsibility, Inclusion and Wellbeing | ESG) and Mathew Smith (Head of Investor Relations). This session provided an in-depth look into Amdocs' ever-evolving ESG journey, offering insights into our accomplishments to date, our strategic roadmap for the future, and the crucial role our people-centric approach plays in achieving our commitments.

For more details, check section [1.3 Amdocs ESG/CSR global governance structure](#) and section [5.3 ESG at the highest levels](#).

## Strategy

As part of our risk assessment we define the following time horizons when considering the impact of climate related issues on our operations:

- Short term is 0-1 years
- Medium term is 1-3 years
- Long term is 3-5 years – In line with our Science Based Target time-frame

As part of our climate risk assessment we have identified our risk profile against each of the time horizons above.

Amdocs has conducted a scenario analysis to assess the resilience of our strategy against our identified climate-related risks and opportunities. As part of this process, we used transitional and physical scenarios. We chose to use different pathways to understand how different climate-related scenarios could impact Amdocs over various time horizons. The table on the following page shows the main results of our analysis.

Additionally, Amdocs has been reporting climate-related information to at the CDP Climate Change Program for over 11 years, and adjusted the disclosure of our risk management to show our adoption of the TCFD guidelines. We are in process of moving our climate disclosure agenda forward by disclosing comprehensive, comparable environmental data in our formal public reports and elevating climate-related risk management as a matter for the board of directors consideration.



Climate risk	Scenario analysis used	Impacts (assuming no mitigation)	Business Strategy (mitigation and response)
Transitional Risks	<p><b>2°C or below 2°C</b> We evaluated the following transitional scenarios from IEA: Stated Policies Scenario (STEPS), Sustainable Development Scenario (SDS), Net Zero Emissions by 2050 Scenario (NZE2050) and Delayed Recovery Scenario (DRS).</p> <p><b>The scenarios are modelled out to 2050 to align to the Paris agreement and other net zero 2050 targets.</b></p>	<ul style="list-style-type: none"> <li>• <b>Regulatory changes</b> – Updated energy efficiency regulatory standards might be applicable to buildings and service sectors and shall be expected in a short term to promote rapid energy savings. This might impact energy costs and may require further investments in energy efficiency measures for our key energy consuming systems (DCs, AC systems). In addition, radical regulatory change or over regulation (climate/carbon related) may impact our ability to do business – Amdocs shall assume that CO2e pricing will increase at developed economies from 2025 onwards.</li> <li>• <b>Market changes and Environmental Reporting (Reputation)</b> – Shifts in environmental, social and governance (ESG) preferences of our key stakeholder's expectations may impact on our ability to do business (customers, investors, reporting indexes, such as Dow Jones Sustainability Index, Sustainalytics, CDP, EcoVadis). Increased pressure to set Net Zero targets (by customers) could reflect increased costs and/or difficulties on attaining renewable energy and carbon offsetting (limitations due market offer and/or higher pricing). On the other hand, probable shifts on energy supply increasing renewables percentage are assumed under all scenarios evaluated. Together with technological advances, the anticipated result is more popular and accessible renewable energy options, for instance, solar energy, which is the most probable option for the locations where we have higher energy consumption operations (Israel, USA and India).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Regulatory changes</b> – Amdocs manages an extensive list of local regulation considering environmental aspects for every site, and reviews global regulatory trends on emerging regulations on a regular basis. Our process consists of reviewing yearly the regulation, determining its applicability and compliance status, and in case there is non-compliance we strive to immediately develop a plan to cover the gaps found. By mapping emerging regulation, we aim to identify and prepare to possible market shifts in advance.</li> <li>• <b>Market changes and Environmental Reporting (Reputation)</b> – By extensive participation in voluntary ESG reporting platforms, Amdocs believes that it has the know-how and experience in preparation for future regulatory reporting requirements. Amdocs strives to take action that corresponds to our customers' expectations, for example by designing low-emission products and innovations (an example is Amdocs migration to cloud) and supply chain engagement. In addition, we have already started increasing renewable energy supply to our operations, and constantly looking for further opportunities in this area.</li> </ul> <p>Other mitigation measures in place are our constant efforts on replacing business travel by video conferencing and improving efficiency in buildings (insulation, low-carbon building materials, energy efficient appliances and energy-saving behavior). Amdocs has decided to go a step further and has set emissions reduction targets through the Science Based Targets initiative, with Scope 1 and Scope 2 emissions reductions consistent with levels required to meet the goals of the Paris Agreement for all GHG emissions scopes until FY24, with a base year of FY19. Recently, Amdocs has approved additional goals to:</p> <ol style="list-style-type: none"> <li>1. Reach carbon neutrality on our Business Operations (Scope 1 &amp; 2) by 2040</li> <li>2. Reach 100% Electricity from Renewable sources by 2040</li> </ol>

Climate risk	Scenario analysis used	Impacts (assuming no mitigation)	Business Strategy (mitigation and response)
Physical Risks	<p><b>Below 2°C, 2°C and above 2°C</b> We used physical scenarios under IPCC Special Report: Global Warming of 1.5°C, which include RCP2.6, RCP4.5, RCP6.0 and RCP8.5.</p> <p><b>The scenarios are modelled out to 2050 to align to the Paris agreement and other net zero 2050 targets.</b></p>	<ul style="list-style-type: none"> <li>• <b>Business Continuity/Disaster Recovery Planning</b> – The highest levels of warming for extreme hot days are expected to occur in central and eastern North America, central and southern Europe, the Mediterranean, on which we have key operations. Some of the impacts we foresee are an increase on electricity consumption and need for AC systems redundancy.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Business Continuity/Disaster Recovery Planning</b> – Our evaluation of priorities takes into consideration the potential impact on our business, from an operational commercial and financial point of view. Risks that have the highest financial impact, and/or adverse impact on our ability to conduct our operations are given the highest priority and are planned to be done in a short timeline – up to one year, within the Global EHS plan and AOP. Business Continuity risks resulted by extreme temperatures are mitigated by our BCP and Data Center teams (infrastructure adaptation and redundancy).</li> </ul>

## How Amdocs climate-related risks and opportunities are influencing our financial planning

Climate-related risks and opportunities have influenced our financial planning in different areas:

- The development of new products and services have allowed Amdocs to increase our revenues through access to new and emerging markets and/or expansion of low emission goods and services, seeking solutions to adaptation needs. After realizing the potential, Amdocs decided to invest in the development and market intelligence allowing us to continue seeking additional opportunities.
- Our operations: Amdocs is continuously seeking to reduce the energy consumption of our facilities, including Data Centers, by introducing measures such as energy efficient cooling and heating systems, installing motion detectors and by switching to LED lighting. Our data centers are a fundamental component of our ability to provide our customers with the service level and 24/7 availability they expect. We have introduced new innovative cooling technologies at our data centers that are located in areas with extremely hot weather conditions in the summer. By upgrading features like our chillers and hot air corridors, in data center buildings, Amdocs is able to create more resilient, energy efficient data centers.
- Currently, predicting market signals is handled by the finance department at Amdocs. Based on standard estimations, they have calculated the potential financial impact of increased energy costs or an increment of taxation on energy or fuel as being between 5% and 10%. Climate change, the introduction of a carbon tax, new regulations or reporting requirements may require an annual increase in cost of carbon emission management in order to be compliant.
- Amdocs is gradually changing the approach for employee commuting options. The previous "Car department" is now "Transportation Department". This was a conceptual change to promote alternative transportation solutions. Since FY18 Amdocs started to encourage our employees to use and promote alternative transportation solutions, such as: carpooling (provide reserved parking), shuttles from train stations, optimization of bus lines and shuttles in India and bicycles/scooters. To support the uptake of sustainable transport we provide infrastructure such as parking spaces, compressors, charges and showers at Amdocs sites. Those efforts continue to be expanded until today. In addition, Amdocs has set a target that by FY25, our vehicle fleet to be 80% hybrid/plug-in/electric cars. As of June 2024, we have already achieved approximately 82% of our car fleet to be hybrid, plug-in, and electric, marking considerable progress towards our sustainability objectives.



- Furthermore, since 2018, Amdocs established a Travel Wise Program to reduce business travel (being prior to COVID-19 the major greenhouse gas emission source) from all business units worldwide. The implementation and performance of objectives of this program was monitored by a strategic committee headed by Amdocs COO & CFO, and encourages managers and employees to re-evaluate the need for the travel. The committee also reviews and guides the strategy and major plans of action of this program. Amdocs has implemented a stricter travel policy and improved efforts to install and use advanced IT solutions such as virtual meetings and collaboration tools in order to minimize international travel. In FY2023 we observed an increase at our travel emissions compared to our pandemic levels.
- The main physical risks related to climate change identified for our operations are extreme weather conditions, such as increasing intensity of monsoon cycles in APAC and India, where Amdocs has a significant presence, there are risks that serious rains and consequential floods may damage the facilities and have an adverse impact on our ability to operate in these areas. And also the case of extreme changes in precipitation in North America, relating to severe weather systems, there is a risk of damage to property and to our ability to operate under these conditions. We ensure that all our facilities are maintained under the highest standards and ensure readiness and adequate preparations. In addition, we have a detailed Business Continuity Plan (BCP), able to respond in the case of natural calamities, such as extreme weather conditions, floods, earthquakes, fires, etc. There is no incremental cost for the management of this risk.
- Amdocs has decided to take a step further and has set emissions reduction targets through the Science Based Targets initiative, with levels required to meet the goals of the Paris Agreement.

Amdocs commits to reduce absolute scope 1 and 2 GHG emissions by 21% by FY2024 from a FY2019 base year. Amdocs also commits to reduce absolute scope 3 GHG emissions by 13% over the same period.

The targets were approved by SBTi in August 2020, and cover greenhouse gas emissions from Amdocs' operations (Scopes 1 & 2). Our targets are consistent with reductions required to keep warming to 1.5°C, which is the most ambitious goal of the Paris Agreement and is what the latest climate science has told us is needed to prevent the most damaging effects of climate change.

Moreover, Amdocs has approved additional goals to:

1. Reach carbon neutrality on our Business Operations (Scope 1 & 2) by 2040
2. Reach 100% Electricity from Renewable sources by 2040

As previously mentioned, those commitments are completely aligned with our strategy and have influenced our current and future financial planning to attain the goals.

As part of our strategy to reach carbon neutrality on our Business Operations (scope 1 and 2) and 100% renewable electricity, we are working on alternatives at our main sites to increase the purchase renewable energy directly with the suppliers through Power Purchase Agreements (PPAs). In FY23 we have signed the agreement with a company in Israel that will provide 100% renewable energy to our main site starting from January 2024 keeping our renewable electricity percentage at approximately 50%. As our next step, we aim to increase the renewable electricity rate changing our electricity supply to 100% renewable energy at India sites reaching close to 70% globally. And finally covering all our smaller sites by gradually expanding the renewable electricity supply at all our operations worldwide by 2040.

## Risk Management

Amdocs has a thorough process for identifying and assessing climate-related risks.

Climate change has the potential to impact our business and our value chain. To mitigate this, we carry out risk assessments on our direct operations, supply and value chains. We also conduct climate change scenario analysis to assess the resilience of our strategies against warming scenarios to simulate the future impacts that we could experience as a business. As more data and insights become available we plan to continue to refine our approach and assessment methodologies.

Our risk management framework is supported by various processes that are designed to identify, assess and mitigate climate-related risks, to minimize their potential impact.

**During our annual company-wide risk management process,** our key risks, including environmental risks, are presented to senior managers (General Managers, Board of Directors and Business Units leaders) for their review and evaluation. The top 10 risks identified as critical are addressed with a detailed management and mitigation plan, presented and approved by the board.

**Amdocs' BCM team (Business Continuity Management) conducts a process of risk identification and management, which identifies threats that could have a direct impact on Amdocs' physical and operational assets and business.** Threat assessments are conducted according to ISO 31000 guidelines and certified by ISO 22301 standards of business continuity management. Mitigation plans, including for climate-related risks, are presented to management, who take the decision

to invest in technologies, system duplication, infrastructure, depending on the risk. In addition, the BCM team conducts yearly drills to practice the response of the local team and management under specific scenarios of acute physical risks, such as hurricanes or floods.

**Legal and upstream risks are managed by the EHS Team with the support of other related areas.** Amdocs manages an extensive list of local regulation for every site under the Global EHS Management System considering significant regulation with respect to EHS matters. Our process consists of reviewing each regulation yearly and determining if it is applicable to Amdocs and to the specific site, reviewing local status of compliance, and in case there is non-compliance our plan is to immediately develop a plan to cover gaps found. Risks that have the highest financial impact, and/or adverse impact on our ability to conduct our operations are given the highest priority and are planned to be done in a short timeline – up to one year, within the Global EHS plan and Annual Operations Planning (AOP).

Our strategy has been influenced by climate-related risks and opportunities in several ways as described in our report:

Amdocs has identified a growing demand by its customers for solutions that can support their sustainability objectives, such as low-carbon products and innovations. We see an opportunity to further offer solutions and services that continue to improve the environmental performance of our customers. Amdocs offers and will continue to develop a range of innovative products and services (please see [Product sustainability and accessibility](#)). Amdocs continues its efforts to build a [responsible supply chain](#) as part of our commitment to provide safe and healthy work environments, ensure sustainable operations, and positively influence our business partners to improve their social and environmental performance.

## Metrics and Targets

Amdocs is accredited to ISO 14001:2015 Environmental Management system, which promotes the company to measure and report on key metrics such as energy and water consumption and GHG emissions. We introduced methods and processes for collecting information relevant to achieving our sustainability goals:

1. Reach carbon neutrality on our Business Operations (Scope 1 & 2) by 2040
2. Reach 100% Electricity from Renewable sources by 2040

As mid-term targets, Amdocs has set goals approved by the Science Based Targets Initiative in line with the Paris Climate Agreement and the level of de-carbonization required to limit global warming to 1.5°C for our Scope 1 and 2 emissions, and well below 2°C for our Scope 3 emissions:

- Amdocs commits to reduce absolute Scopes 1 and 2 GHG emissions by 21% by 2024 from a 2019 base year
- Amdocs commits to reduce absolute Scope 3 GHG emissions by 13% by 2024 from a 2019 base year

We are working on expanding our low-carbon transition plan to a business model compatible with a net-zero carbon economy in the near future.

Our strategy on how to address those targets, and key metrics and performance are detailed at the [Environmental chapter](#).

# Annex 5. GRI Disclosures Index

## GRI Standards

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Indicator Measurement	Disclosed / Not Disclosed	Location in the Report
General Disclosure 2 (Required)	The organization and its reporting practices	2-1	Organizational details		Disclosed	Who are we?
		2-2	Entities included in the organization's sustainability reporting		Disclosed	About this report
		2-3	Reporting period, frequency and contact point	Reporting Period	Disclosed	About this report
		2-4	Restatements of information		Disclosed	About this report Health and safety
		2-5	External assurance		Disclosed	About this report
	Activities and workers	2-6	Activities, value chain and other business relationships		Disclosed	Who are we?
		2-7	Employees	Full-time Employees	Disclosed	Our people
		2-7		Part-time Employees	Disclosed	Our people
		2-8	Workers who are not employees		Disclosed	<a href="#">20F</a>



GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Indicator Measurement	Disclosed / Not Disclosed	Location in the Report
General Disclosure 2 (Required)	Governance	2-9	Governance structure and composition	# of Board Members	Disclosed	Our governance
				Board Independence Rate (%)	Disclosed	Our governance
		2-10	Nomination and selection of the highest governance body		Disclosed	<a href="#">Amdocs corporate governance guidelines</a>
		2-11	Chair of the highest governance body	Chair Independence (Yes/No)	Disclosed	Our governance
		2-12	Role of the highest governance body in overseeing the management of impacts		Disclosed	<a href="#">Amdocs corporate governance guidelines</a>
		2-13	Delegation of responsibility for managing impacts		Disclosed	<a href="#">Amdocs corporate governance guidelines</a>
		2-14	Role of the highest governance body in sustainability reporting		Disclosed	Our governance
		2-15	Conflicts of interest		Disclosed	Ethics
		2-16	Communication of critical concerns		Disclosed	<a href="#">Amdocs Code of Ethics and Business Conduct</a>
		2-17	Collective knowledge of the highest governance body		Disclosed	Our governance
		2-18	Evaluation of the performance of the highest governance body		Disclosed	<a href="#">20F</a>
		2-19	Remuneration policies		Disclosed	<a href="#">20F</a>
		2-20	Process to determine remuneration		Disclosed	<a href="#">Amdocs corporate governance guidelines</a>
		2-21	Annual total compensation ratio		Disclosed	<a href="#">20F</a>

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Indicator Measurement	Disclosed / Not Disclosed	Location in the Report
General Disclosure 2 (Required)	Strategy, policies and practices	2-22	Statement on sustainable development strategy		Disclosed	Letter from our CEO
		2-23	Embedding policy commitments		Disclosed	Ethics
		2-24	Embedding policy commitments		Disclosed	Ethics
		2-25	Processes to remediate negative impacts		Disclosed	Our governance
		2-26	Mechanisms for seeking advice and raising concerns	Grievances	Disclosed	<a href="#">Amdocs Code of Ethics and Business Conduct</a>
		2-27	Compliance with laws and regulations		Disclosed	Tax compliance, corporate policies
		2-28	Membership associations		Disclosed	Amdocs at a glance
	Stakeholder engagement	2-29	Approach to stakeholder engagement		Disclosed	Stakeholder engagement
		2-30	Collective bargaining agreements		Disclosed	Collective bargaining agreements
Material Topics 3 (required)	Disclosures on material topics	3-1	Explanation of the material topic and its Boundary		Disclosed	Materiality assessment
		3-2	List of material topics		Disclosed	Materiality assessment
		3-3	Management of material topics		Disclosed	Materiality assessment

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Indicator Measurement	Disclosed / Not Disclosed	Location in the Report
Economic 200	Economic performance	201-1	Direct economic value generated and distributed		Disclosed	<a href="#">20F</a>
		201-2	Financial implications and other risks and opportunities due to climate change		Disclosed	Annex 4
	Indirect Economic Impacts	203-2	Significant indirect economic impacts		Disclosed	Amdocs at a glance
	Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures		Disclosed	Business conduct campaign training, corruption and bribery
		205-3	Confirmed incidents of corruption and actions taken		Not disclosed and relevant	
	Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		Not disclosed and relevant	
Tax 207	Tax	207-1	Approach to tax		Disclosed	<a href="#">Amdocs global tax strategy</a>
		207-2	Tax governance, control, and risk management		Disclosed	<a href="#">Amdocs global tax strategy</a>
		207-3	Stakeholder engagement and management of concerns related to tax		Disclosed	Tax compliance

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Indicator Measurement	Disclosed / Not Disclosed	Location in the Report
Environmental (300)	Energy	302-1	Energy consumption within the organization	MWh	Disclosed	Energy management
		302-3	Energy intensity	MWh/m\$ revenue	Disclosed	Energy management
		302-4	Reduction of energy consumption		Disclosed	Energy management
		302-5	Reductions in energy requirements of products and services		Disclosed	Energy surveys, audits, and reports
	Water	303-1	Total volume of water used		Disclosed	Water and waste generated in operations
		303-3	Water recycled and reused		Not Disclosed	
		303-5	Water consumption		Disclosed	Water and waste generated in operations
	Biodiversity	304-3	Habitats protected or restored		Disclosed	Employee and community biodiversity environmental impact
	Emissions	305-1	Direct (Scope 1) GHG emissions		Disclosed	Calculating our GHG emissions
		305-2	Energy indirect (Scope 2) GHG emissions		Disclosed	Calculating our GHG emissions
		305-3	Other indirect (Scope 3) GHG emissions		Disclosed	Calculating our GHG emissions
		305-4	GHG emissions intensity	GHG emissions intensity for Scope 1 & 2 per revenue	Disclosed	Calculating our GHG emissions
		305-5	Reduction of GHG emissions		Disclosed	Calculating our GHG emissions



GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Indicator Measurement	Disclosed / Not Disclosed	Location in the Report
Environmental (300)	Waste	306-1	Waste generation and significant waste-related impacts		Disclosed	Water and waste generated in operations
		306-2	Management of significant waste-related impacts		Disclosed	Water and waste generated in operations
		306-3	Waste generated		Disclosed	Water and waste generated in operations
		306-4	Waste diverted from disposal		Not Disclosed	
		306-5	Waste directed to disposal		Not Disclosed	
Social (400)	Employment	401-1	New employee hires and employee turnover		Not Disclosed and Relevant	
		401-3	Parental leave		Disclosed	From Working @Amdocs to Leading with Wellbeing
	Occupational health and safety	403-1	Occupational health and safety management system		Disclosed	Our contribution to the UN's SDGs, health and safety, employee engagement and wellbeing
		403-2	Hazard identification, risk assessment, and incident investigation		Disclosed	Health and safety
		403-3	Occupational health services		Disclosed	Business conduct campaign training
		403-5	Occupational health and safety management system		Disclosed	Business conduct campaign training

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Indicator Measurement	Disclosed / Not Disclosed	Location in the Report
Social (400)	Occupational health and safety	403-8	Workers covered by an occupational health and safety management system		Disclosed	Health and safety
		403-9	Work-related injuries		Disclosed	Health and safety
		403-10	Work-related ill health		Disclosed	Health and safety
	Training and Education	404-1	Average hours of training per year per employee		Disclosed	Learning and development targets and achievements
		404-2	Programs for upgrading employee skills and transition assistance programs		Disclosed	Employee development
		404-3	Percentage of employees receiving regular performance and career development reviews		Disclosed	Performance Management Process (PMP)

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Indicator Measurement	Disclosed / Not Disclosed	Location in the Report
Social (400)	Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees		Disclosed	Diversity equity and inclusion
		405-2	Ratio of basic salary and remuneration of women to men		Disclosed	Pay equity action plan
	Non-discrimination	406-1	Incidents of discrimination and corrective actions taken		Not Disclosed and Relevant	
	Human Rights	412-2	Employee training on human rights policies or procedures		Disclosed	Business conduct campaign training
	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs		Disclosed	Our communities
	Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		Not disclosed	
	Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area		Disclosed	<a href="#">20F</a>

# Annex 6. SASB Disclosures Index

**Table 1. Sustainability Disclosure Topics & Accounting Metrics**

Topic	Accounting Metric	Category	Unit of Measure	Disclosed / Not Disclosed	Location of Disclosure	Code
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed (2) percentage grid electricity (3) percentage renewable	Quantitative	Gigajoules (GJ), Percentage (%)	Partially Disclosed	Energy management	TC-SI-130a.1
	(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 (m <sup>3</sup> ), Percentage (%)	Partially Disclosed	Water and waste generated in operations	TC-SI-130a.2
	Discussion of the integration of environmental considerations into strategic planning for data center needs	Discussion and Analysis	n/a	Disclosed	Reducing energy usage in data centers	TC-SI-130a.3







Topic	Accounting Metric	Category	Unit of Measure	Disclosed / Not Disclosed	Location of Disclosure	Code
Data Privacy & Freedom of Expression	Description of policies and practices relating to behavioral advertising and user privacy	Discussion and Analysis	n/a	Disclosed	Ethics	TC-SI-220a.1
	Number of users whose information is used for secondary purposes	Quantitative	Number	Not Disclosed		TC-SI-220a.2
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	Quantitative	Reporting currency	Not Disclosed		TC-SI-220a.3
	(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 (%)	Not Disclosed		TC-SI-220a.4
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Discussion and Analysis	n/a	Not relevant to Amdocs		TC-SI-220a.5
Data Security	(1) Number of data breaches (2) Percentage involving personally identifiable information (PII) (3) Number of users affected	Quantitative	Number, Percentage (%)	Not Disclosed		TC-SI-230a.1
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Discussion and Analysis	n/a	Disclosed	Cybersecurity	TC-SI-230a.2

Topic	Accounting Metric	Category	Unit of Measure	Disclosed / Not Disclosed	Location of Disclosure	Code
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	Quantitative	Percentage (%)	Not relevant to Amdocs		TC-SI-330a.1
	Employee engagement as a percentage	Quantitative	Percentage (%)	Disclosed	Employee engagement	TC-SI-330a.2
	Percentage of gender and racial/ethnic group representation for; (1) Management (2) Technical staff, and (3) All other employees	Quantitative	Percentage (%)	Disclosed for Arab community	Annex 1/Social	TC-SI-330a.3
Intellectual Property Protection & Competitive Behavior	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative	Reporting	Not Disclosed		TC-SI-520a.1
Managing Systemic Risks from Technology Disruptions	Number of; (1) Performance issues and (2) Service disruptions; (3) Total customer downtime	Quantitative	Number, Days	Not Disclosed and Relevant		TC-SI-550a.1
	Description of business continuity risks related to disruptions of operations	Discussion and Analysis	n/a	Not Disclosed		TC-SI-550a.2

Table 2. Activity Metrics

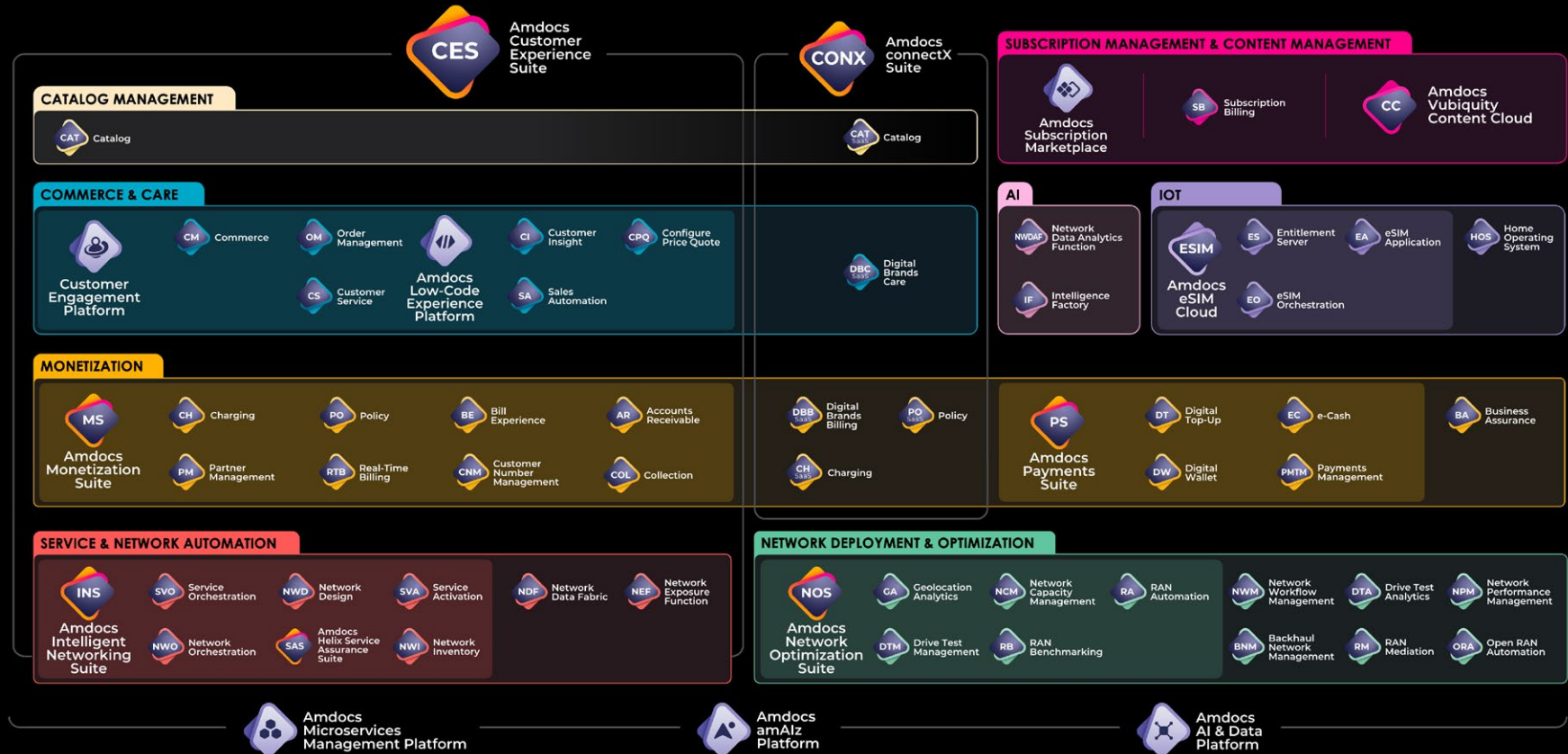
Activity Metric	Category	Unit of Measure	Disclosed / Not Disclosed	Location of Disclosure	Code
(1) Number of licenses or subscriptions, (2) Percentage cloud based	Quantitative	Number, Percentage (%)	Not Disclosed		TC-SI-000.A
(1) Data processing capacity, (2) Percentage outsourced	Quantitative	See note	Not Disclosed		TC-SI-000.B
(1) Amount of data storage, (2) Percentage outsourced	Quantitative	Petabytes, Percentage (%)	Not Disclosed		TC-SI-000.C

# Annex 7. Employer Brand Index

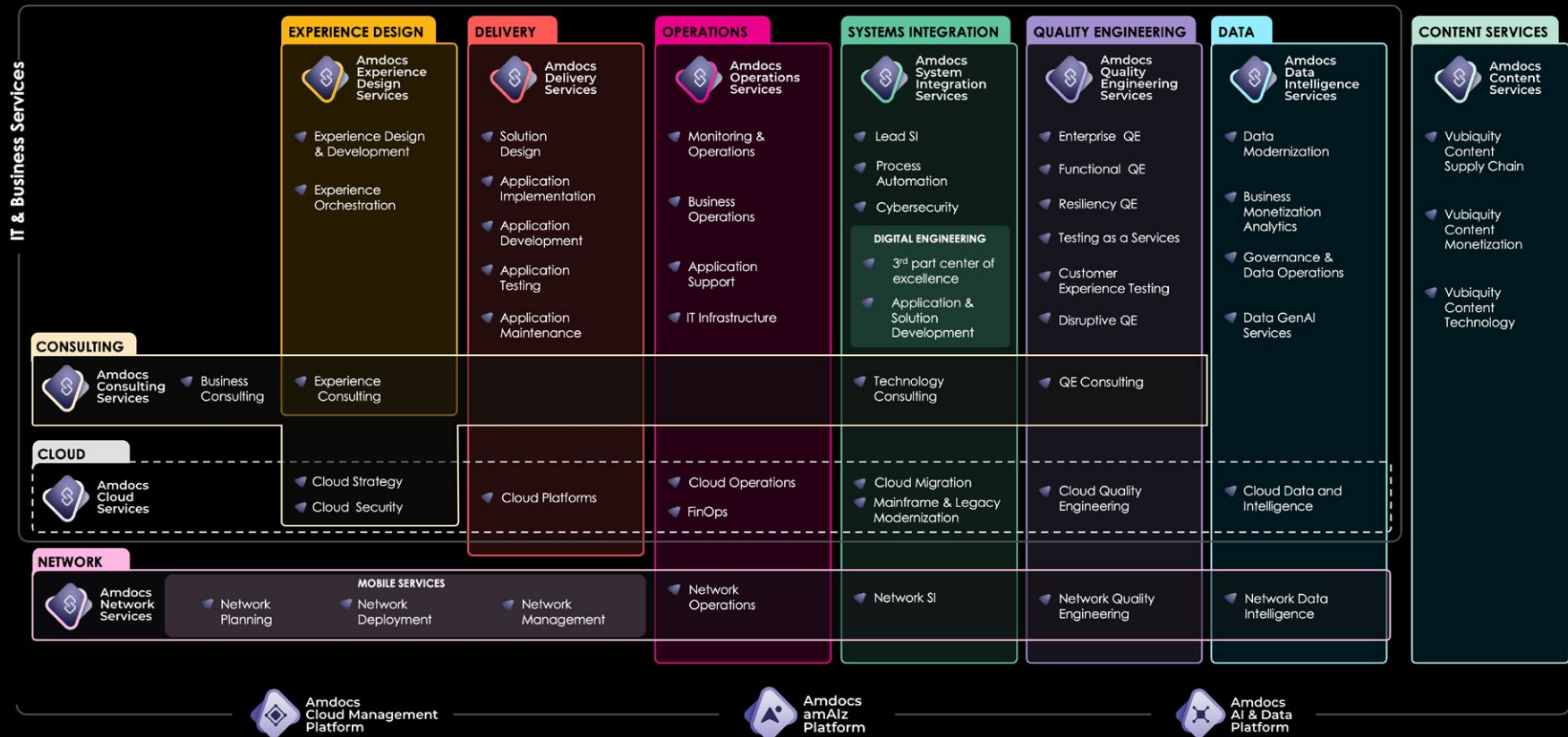
Employer Brand Pillars	Pillar description	References to each Pillar
 <p><b>MAKE AN IMPACT</b></p>	Be a part of an organization that connects billions of people worldwide, helping advance society, and creating a more inclusive and connected world	<ul style="list-style-type: none"> <li>• Diversity, equity, and inclusion</li> <li>• Digital inclusion</li> <li>• Tech for Good platform</li> <li>• Corporate citizenship and community projects</li> <li>• Roundtable on elevating women in GenAI</li> <li>• Employee and community environmental impact</li> </ul>
 <p><b>GROW YOUR CAREER</b></p>	Constantly reinvent yourself and follow your passions. We are committed to creating an environment in which you can thrive, explore new options, and advance your career	<ul style="list-style-type: none"> <li>• Digital inclusion</li> <li>• Employee engagement and wellbeing</li> <li>• Employee development</li> <li>• Accelerating innovation</li> <li>• Employee and community environmental impact</li> </ul>
 <p><b>THRIVE THROUGH FLEXIBILITY</b></p>	We are committed to flexibility – in how you learn, how you develop yourself, how and when you take time off to recharge, and how you balance your work and life	<ul style="list-style-type: none"> <li>• Employee engagement and wellbeing</li> <li>• Employee development</li> <li>• Generative AI as an environmental innovator</li> </ul>
 <p><b>CONNECT WITH PEOPLE</b></p>	Together, we are stronger: Regardless of who you are or where you come from, you belong here. We are dedicated not only to achieving our goals but also to supporting one another every step of the way	<ul style="list-style-type: none"> <li>• Diversity, equity, and inclusion</li> <li>• Digital inclusion</li> <li>• Green office operations</li> <li>• Employee and community environmental impact</li> <li>• Corporate citizenship and community projects</li> </ul>



# Product Portfolio



# Services Portfolio



Amdocs helps those who build the future to make it amazing. With our market-leading portfolio of software products and services, we unlock our customers' innovative potential, empowering them to provide next-generation communication and media experiences for both the individual end user and large enterprise customers. Our approximately 29,000 employees around the globe are here to accelerate service providers' migration to the cloud, enable them to differentiate in the 5G era, and digitalize and automate their operations.

Listed on the NASDAQ Global Select Market, Amdocs had revenue of \$4.89 billion in fiscal 2023.

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