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CSR & ESG Report

FY2025 - June 2026





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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.

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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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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

I have always believed that how we do business is as important as the results we achieve. The progress presented in this ESG report is a strong reflection of that, and gives me confidence in the future we are building at Amdocs.

Across Amdocs, teams have continued to invest in our people and communities while strengthening governance, human rights, responsible supply chain practices and environmental performance. This report captures their work throughout FY2025 and some activities up to June 2026, reflecting the responsibility embedded in how we operate and conduct business.

Taking on the role of CEO has given me an even greater responsibility for how we build on these strengths over the long-term. It reinforces something I strongly believe: ESG is not a separate agenda at Amdocs. It is part of how we run our business, make decisions and create long-term value. Trust is earned through consistent action, and responsible choices strengthen our business over time.

This becomes even more important as technology advances. AI is already reshaping how companies operate, how people work and what customers expect from their partners. It is creating significant opportunity, while also raising the standard for how companies govern technology, use data and earn trust.

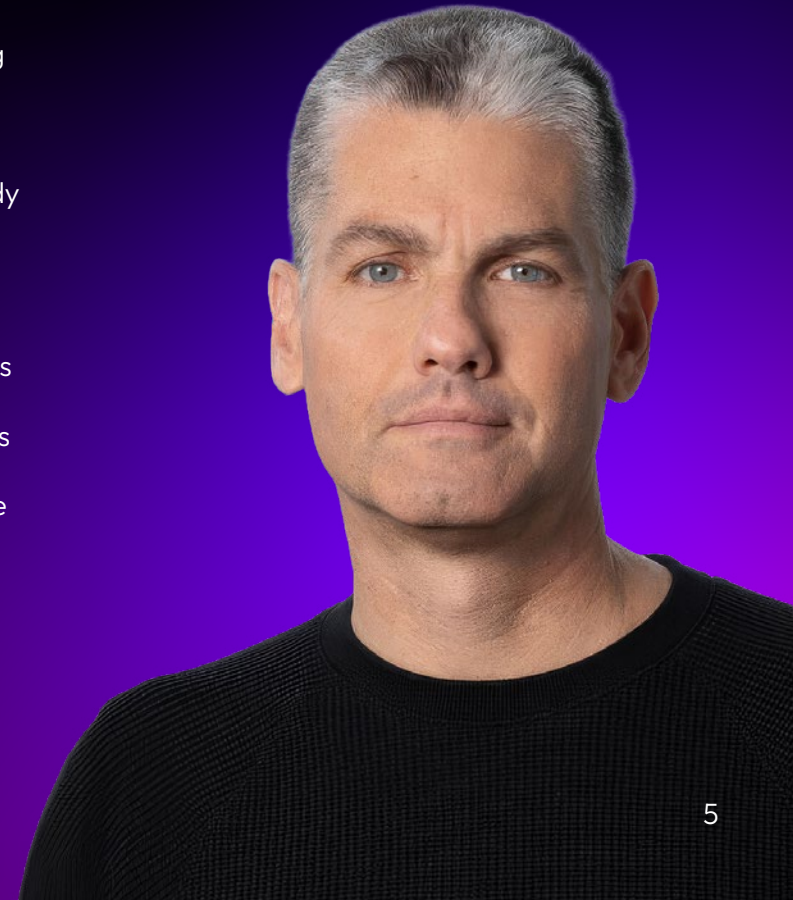
Our customers are moving quickly to understand how these technologies can create practical value in complex operating environments. To help them succeed, we need to combine strong technology capabilities with clear governance, responsible practices and a workforce ready to adapt. We need to move with speed, but never at the expense of trust.

I am confident in the foundation we have and in the role Amdocs can play in the years ahead. We remain focused on helping our customers, our people and our communities navigate change and create value in a way that is responsible, resilient and built for the long-term.

Thank you to our employees, customers, partners, investors and communities for the trust you place in Amdocs.

Shimie Hortig

President and Chief Executive Officer
Amdocs



Amdocs at a glance

Powering communications service providers to deliver amazing, next-generation customer experiences

~90
countries

~400
provider customers

100+
partners in our innovation ecosystem

Revenue of **\$4.53B***
reflecting strength across cloud, digital, and AI-led modernization

Industry leading portfolio organized around an agentic operating system, applying autonomous execution across business, IT and network operations.

We are advancing our four-pillar growth strategy:



* For the financial year 2025.



Who are we?

Amdocs is a leading provider of agentic software and services, serving the world’s leading communications and media companies to deliver reliable, efficient and secure operations at scale. Our software and services embed data and intelligence into how work runs across business, IT and network domains, delivering measurable outcomes in customer experience, network performance, cloud modernization and revenue growth. With our global workforce and more than 40 years of experience running mission-critical systems worldwide, our systems run billions of transactions daily, and our technology is relied upon every day to connect people worldwide.

Our systems provide high availability at a scale that very few companies in the world can match, delivering flawless scalability for the world’s largest telecommunications providers.

Our customers

Our customers include some of the largest telecommunications companies in the world, as well as broadband, mobile and entertainment providers, small to mid-sized communications businesses. They also include mobile virtual network enablers and mobile virtual network operators, satellite operators, and providers of media and other services, such as financial services.

Key Amdocs sites

Strategic development and delivery centers

-  Israel
-  India
-  Cyprus

Regional development centers

-  Brazil
-  Canada
-  Mexico
-  Philippines
-  UK
-  USA

Key customer-facing sites

-  UK
-  Canada
-  USA Champaign
-  USA Seattle
-  USA Dallas
-  USA Atlanta
-  Netherlands
-  Ireland
-  Singapore
-  Germany
-  Indonesia
-  Malaysia
-  Australia
-  Chile
-  Brazil



Select customers



Our offerings

Our portfolio of offerings is built around aOS, our agentic operating system designed specifically for Telcos. aOS orchestrates agentic workflows and enables intelligent autonomous, outcome-based operations across our customers' business, network and IT domains. Together with our portfolio of mission-critical, cloud-native, AI-led BSS/OSS suite, aOS helps our customers re-engineer their operational processes into agentic-native workflows, in which autonomous AI agents carry out end-to-end processes within and across these domains, while humans set priorities, define strategy, govern and monitor outcomes, and handle exceptions.

With aOS we enable our customers to move from traditional, labor-intensive mode of operations toward an agentic mode of operations to efficiently and cost-effectively engage their customers while delivering exceptional experiences, accelerate the introduction of innovative products and services, automate business, network and IT operations, monetize connectivity, content, digital services, and emerging use cases (e.g., network slices, API usage, network-as-a-service and GPU-as-a-service); support new business and monetization models, enhance their understanding of their customers, improve their decision-making and generally create new business opportunities while maintaining governance, security and regulatory compliance.

We use technologies and methodologies including traditional, generative and agentic AI, cloud computing, microservices, DevSecOps, edge computing, open source, Site Reliability Engineering (SRE) and open APIs.

By being agnostic to our customers' AI ecosystem, cloud infrastructure, and IT & NW stacks, aOS provides full flexibility and freedom of choice – customers can start with a domain-specific agentic use case, and scale to other use cases within that domain or to other domains as well.

Our portfolio enables service providers to:

- Create and deliver exceptional, proactive, digital experiences employing AI and GenAI domain-specific agents supporting all users more intuitive, efficient, agile, and adaptable technology
- Streamline network rollout, significantly reducing costs and unlocking new revenue streams through advanced service automation
- Deploy, operate, and monetize next-gen network technologies (5G, APIs, Satellite, etc.) with groundbreaking strategies
- Accelerate and optimize cloud adoption deployment for enhanced value, efficiency, and resilience
- Harness network ontology and digital twins to unlock the full potential of AI to accelerate the journey toward Level 4/5 autonomous networks
- Boost B2B customer satisfaction and open new market opportunities with innovative solutions and connectivity
- Introduce stand-alone agentic use cases in domains such as customer experience, offering, sales & ordering, monetization and billing, and network & services
- Transform labor-intensive processes in business, network, and operations domains into autonomous end-to-end agentic workflows

As a market leader that leads by example, Amdocs has also undertaken the task of becoming an AI-first organization, focusing on agentifying software development processes (SDLC) and operational processes, as well as redefining roles and responsibilities of our engineering and operational workforce.

ESG highlights

50.7%
of our positions were filled by internal candidates

Reviewing and measuring **equal pay** worldwide

89%
of employees participated in learning & development programs

Reached a milestone, with **88%** of our global workforce participating in specialized AI learning modules

91%
of employees active in the recognition program



Digital Inclusion in focus

Robotic CSR initiatives
in **8** countries

5 AI CSR programs
targeting on impact for youth population

15 Tech Labs

8 Locations

6,000+ Beneficiaries from these locations

Long-term targets

100% electricity from renewable sources by 2040

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

69%
reduction in Scope 1 & 2 GHG emissions vs. FY2019

81.6%
total electricity consumption from renewable sources

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

100% Compliance in the Business Conduct Campaign

a-OS
Integrated multi-layered **responsible AI architecture** designed to mitigate risks associated with data bias, security, and model hallucination.

CSR Programs Impact for FY2025
50k+ Beneficiaries
50k+ Volunteering hours



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

2025 Fierce Network's Sustainability Achievement Award won for Amdocs Mobile Network Services' energy-efficiency solution at Claro Argentina

Amdocs and Claro received the TM Forum Excellence Award for Innovation in People & Planet

Received Class A - Excellent score on audit from Joint Alliance for Corporate Social Responsibility

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



Amdocs certified as a Most Loved Workplace in the US



Amdocs India awarded by ETNow as Best Workplace to work 2025



Certified as Great Place to Work® in Mexico, Brazil, Philippines, Cyprus



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 India included in "Most Preferred Workplace for Women"



Amdocs Israel received Platinum+ ranking for 2025 in Maala ESG Index



A-gift platform received Gold Award at Brandon Hall Awards in category Best Advance in Rewards and Recognition Technology



ESG performance statement

Included in the Dow Jones
Best-in-Class North America
Index for the seventh
consecutive year



Received a Top
Industry rating



Received a Silver medal
from EcoVadis



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

Rated B on CDP's
Supplier Engagement
Leaderboard



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 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' well-being, 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

Food insecurity and resource inefficiency remain pressing global challenges, and we believe digital innovation has a critical role to play in addressing them. As a technology leader, Amdocs continues to work with partners to develop solutions that support our communities, reduce food waste, and advance sustainable agriculture.

Through technological solutions as for example the previous years, 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.

Furthermore, via various community initiatives and campaigns, our employees and Amdocs are striving to support this topic through contribution and support to selected NGOs and groups in order to mitigate this issue.



SDG 3: Good Health and Well-being

Aligned with our commitment to Good Health and Well-being, 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 to our employees. To further support mental health, we encourage positive daily interactions, training, and team activities, fostering a supportive and healthy work environment.

As part of an annual tradition at Amdocs, we conduct several health awareness campaigns throughout the year. During Mental Health Month, Breast Cancer Awareness Month, and International Yoga Day, we conducted global and local sessions on topics such as mental resilience and self-awareness, virtual or in-person presentations with experts and survivors sharing their stories or activities that promote relaxation and peer-to-peer interaction.

In FY2025, Amdocs Israel also supported The Safe in Sport Hackathon, held in memory of Liram Daniel, the son of our colleague Ofir Daniel. More than 150 participants, including employees, technology experts, educators, students, and mentors, came together to develop innovative AI, AR, IoT, and smart-sensor solutions aimed at preventing youth sports injuries, turning personal loss into a powerful drive for positive change.



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 educational opportunities 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 partners to enhance the efforts for positive impact in the communities. 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

We strive to achieve an inclusive environment through our practices and policies, for our workplace and our communities.

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



SDG 8: Decent Work and Economic Growth

Following our people-centric approach, at Amdocs we seek to provide our employees with opportunities for growth and development, but at the same time we strive to positively affect our supply chain and 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 the suppliers are expected to acknowledge and comply with the requirements of the Amdocs Supplier Code of Conduct and applicable contractual obligations.

Our future employability projects include mentorship programs that cover STEAM topics in the domains of digital literacy, technology programs, generative AI and 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.

An example is Amdocs Customer Experience Suite (CES26), part of Amdocs aOS, that delivers comprehensive B2B capabilities that help service providers accelerate growth while advancing their sustainability goals. By empowering providers to serve SMB, enterprise, and government customers with digital-first, highly automated processes, CES26 reduces operational complexity, lowers the cost to serve, and enables more resource-efficient service delivery. For more information, please check [4.3 Accelerating innovation](#).



SDG 10: Reduced Inequalities

At Amdocs, we seek to achieve an inclusive world for all. Through our workplace and supply chain policies, we strive to implement practices and programs that provide opportunities and access for all.

Furthermore, we recognize that true digital inclusion means ensuring connectivity, accessibility, and opportunity for all. Digital accessibility is supporting other industries to assist in the efforts for reduction of inequalities as well. Our products, purpose-built to extend digital access to underserved and remote populations. These initiatives advance our core mission to reduce digital inequalities and foster inclusion in an increasingly connected society.

Amdocs also fights inequality through our extensive number of digital-inclusion projects, where we work to make technology relevant and accessible to everyone. We strive to contribute to building an inclusive digital society where no one is left behind.



SDG 11: Sustainable Cities and Communities

Amdocs continues to lead by example through sustainable operations across our facilities, including our LEED Gold certified campuses in Gurugram, India and Ra'anana, Israel. At these campuses we incorporate water and energy conservation measures and offer alternative transportation options such as EV charging, bike parking, and shuttle services.

Moreover, Amdocs software solutions power digital business systems for cities, supporting urban sustainability and better environmental management, including helping city authorities reduce traffic-related emissions and promoting green mobility.



SDG 12: Responsible Consumption and Production

Decoupling economic growth from resource use is one of the most critical and complex challenges facing our planet. 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.

Internally, we also strive to maintain responsible consumption within our own operations and activities, through recycling practices, energy management systems and other practices aiming for responsible consumption and production.

In collaboration with Amazon Web Services, Vodafone, Snowflake, and Carbon Footprint Ltd., we developed a proof-of-concept enabling communications service providers to offer end-customers reduced-carbon-emissions product options. By surfacing real-time carbon footprint data for each product component, the solution helps customers make more eco-friendly choices and supports providers in reducing Scope 3 emissions toward their Net Zero targets.



SDG 13: Climate Action

Climate action remains a core part of how we operate, build our products, and engage with our communities.

We continue to embed environmental thinking into our software solutions and to advance a broad range of climate-related initiatives across the business.

Our product sustainability principles are designed to support climate action efforts, benefiting both our customers and the broader community.

Through voluntary initiatives, our employees' Green teams, also help raise awareness of practical actions that can reduce environmental impact and contribute to climate action.

An example of a collaboration with our customers is the case that Amdocs has partnered with Claro Argentina to optimize network operations and reduce energy use with advanced AI-powered analytics. Through this collaboration, we were able to identify and remove redundant network equipment, resulting in an impressive 35% reduction in energy consumption by baseband units, all while maintaining high standards of network performance. This work not only significantly reduced carbon dioxide emissions but also delivered over \$2 million in capital expenditure savings, clearly demonstrating the real-world environmental and economic benefits of digital innovation in the telecommunications sector.



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.

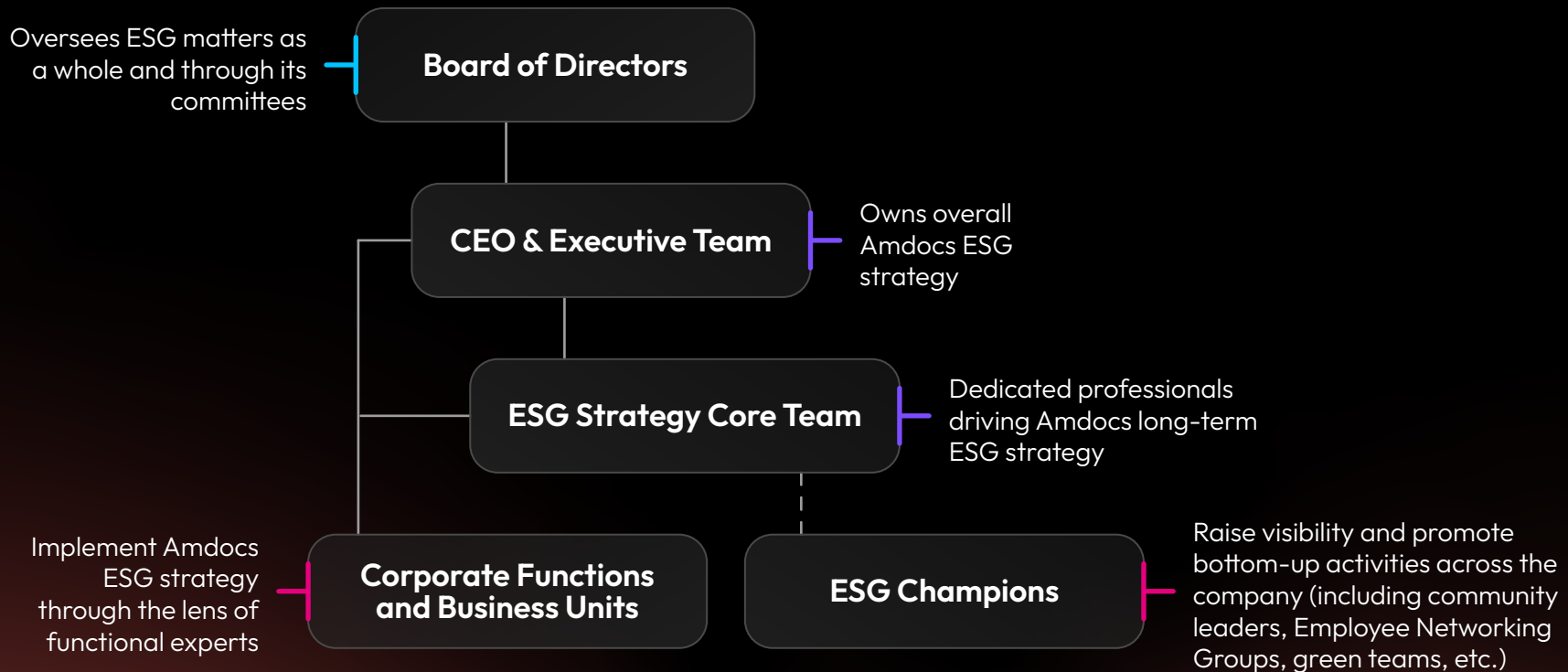


SDG 17: Partnership for the Goals

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.

Partnership is at the heart of Amdocs' sustainability impact. We join forces with global technology leaders such as Microsoft, Google Cloud, AWS, and NVIDIA to deliver cutting-edge solutions for our customers and accelerate sustainability progress. These collaborations drive meaningful advances in digital inclusion, cloud transformation, network optimization, carbon reduction, and AI-driven innovation.

1.3. Amdocs' ESG/CSR global governance structure



1.4. Stakeholder engagement

Amdocs is dedicated to putting people first, placing our stakeholders at the heart of all our activities. Our key stakeholders encompass employees, community members, customers, business partners, suppliers, shareholders, NGOs, 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 integral to 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
Employees	• Employee Engagement Surveys • ESG Materiality Process • Continual engagement with Human Resource People Partners • Regular management town halls • Monthly Vlog by Head of People • Policies and procedures • iCOMMs – weekly company-wide communication (The MondayMail) • Amdocs Central (intranet portal) • Business Conduct Campaign training • Community / environmental volunteering programs	Labor relations and compliance Human capital development Talent attraction and retention Ethics and integrity Inclusion
Investors	• Investor Relations unit • Amdocs.com • Annual financial reports • Annual financial webinar • Investor business update sessions • Quarterly earnings calls • Investors' ESG RFIs • Annual ESG & CSR reports	Climate change and GHG emissions Corporate governance Inclusion Energy management Labor relations and compliance Talent attraction and retention, risk management

Stakeholder	Engagement Approach/Method	Main Sustainability Topics
Customers	• Continual communication with Sales and Services units • Amdocs.com • ESG Materiality Process • Annual customer satisfaction survey • Customers' ESG RFIs and RFPs • Annual ESG & CSR reports • CSR initiatives implemented in partnership with customers • Collaboration on innovation projects • ESG ratings and assessments	Product value and quality Ethics and integrity Climate change and GHG emissions Energy management Digital inclusion Legal and regulatory management Inclusion Emergency and occupational health and safety
Supply Chain (Vendors)	• Continual communication with procurement teams and relevant teams receiving services/products • Amdocs.com • ESG Materiality Process • Policies and procedures (Supplier Code of Conduct) • Annual ESG and CSR reports	Responsible supply chain Risk management
Communities/ Public	• Annual ESG and CSR reports • Social media • Collaboration with NGOs • Communication with CSR community leaders • Communication with CSR core team	Community engagement and impact Inclusion
Sector Associations and Standards	• Annual reports • Participation in studies/surveys • Participation of Amdocs employees in committees • Participation in events and forums	Digital inclusion Ethics 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 community¹. This assessment reinforces our commitment to sustainable growth and responsible corporate conduct. Our materiality assessment is reviewed annually.

The Three-Step Determination Process

Through a review in FY2025 on our materiality assessment we continued determining 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, Ecovadis
- 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
- Employee Engagement Surveys
- National and International Legislations & Regulations
- Amdocs' strategy and corporate values
- Issues raised on the ethical hotline
- Customer' ESG requests

The FY2025 review confirmed that the material issues identified in previous assessments remain the most significant priorities for Amdocs and its stakeholders. Growing interest in the responsible and ethical use of AI is reflected across our product sustainability, ethics and

compliance, and data privacy topics. Water management was also added to our list of important topics, although it was not identified as material.

2. Identification of Issues

Based on the findings of the materiality assessment, 21 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
Climate change and GHG emissions	Community impact and engagement	Business ethics and compliance	Customer experience and satisfaction
Energy management	Inclusion	Bribery and corruption	Digital inclusion
Waste management	Employee health, safety and well-being	Competitive behavior	Product & services, sustainability and accessibility
Water management	Human rights	Corporate governance	Responsible supply chain
	Labor relations and compliance	Data privacy and cybersecurity	
	Talent attraction, retention and development	Public policy and advocacy	
		Risk management	

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
Inclusion				X	X					X							X
Employee Health, Safety and Well-being			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				
Water Management											X	X					

2. Social

A. Our people

At Amdocs, we prioritize creating a people-centric environment where people can develop their careers, work flexibly, build strong professional connections, and contribute meaningfully to business outcomes. We focus on employee well-being, continuous learning, and career growth – ensuring our people have the skills, support, and opportunities to succeed today and remain relevant as our industry evolves.

We believe long-term business success depends on creating an environment where people can grow, collaborate, and adapt as technology and customer needs evolve.

Across the company, our people deliver the technology that connects billions of people around the world. This scale of impact brings purpose to daily work and reinforces our focus on reliability and execution. We operate a structured hybrid work model that brings people together in person while maintaining flexibility. Our “Vacation without Limits” policy gives employees the freedom to take time off based on shared responsibility, reinforcing a culture built on trust and accountability.

As we evolve into an AI-first company, we are redesigning how work is done so that people and AI operate effectively together. AI Fitness is our long-term approach to building the skills, confidence, and mindset employees need to thrive in this new environment. Rather than focusing on learning individual tools, it encourages continuous development through practical application, experimentation, and real work – helping employees adapt as AI capabilities and roles continue to evolve while applying human judgment where it matters most. Supported by responsible AI practices and governance, AI Fitness enables our people to remain future-ready while accelerating Amdocs’ transformation.

We continue to expand reskilling and upskilling programs, strengthen internal mobility, and use AI-powered career tools to match employee skills and aspirations with business needs. Through the Employee Stock Purchase Plan (ESPP), employees can invest in Amdocs’ future and share in the company’s growth, strengthening the link between individual contribution and long-term success.



Employer Brand

Our Employer Brand plays an important role in helping us attract, engage, and retain talented people around the world.

Since launching our Employer Brand, we've continued bringing it to life across the employee journey. Grounded in insights from our people, it reflects what makes Amdocs a unique and rewarding place to work. This ongoing journey is anchored in four core pillars that shape how our culture comes to life every day.



MAKE AN IMPACT

Do work that matters at a global scale. You work on technology that people rely on every day – running billions of transactions and advancing a more connected world.



GROW YOUR CAREER

Build a career shaped by skills, experience, and curiosity. Through continuous learning and development, you can grow in multiple directions and deepen your expertise, building the capability and mindset to prepare for the future.



THRIVE THROUGH FLEXIBILITY

Being flexible is a shared responsibility: with our hybrid work model and unlimited vacation, you manage work and life in a way that is right for you, and also, right for the organization.



CONNECT WITH PEOPLE

Work with diverse people across countries, cultures and disciplines. We're stronger together, supporting one another and contributing to the communities around us with shared purpose.

Employee Experience



HR4U represents our continued commitment to enhancing the employee experience while strengthening operational effectiveness across the organization. Designed to provide timely, reliable, and seamless access to HR services for our global workforce, HR4U leverages advanced technologies and AI-enabled capabilities to significantly improve efficiency and future-readiness.

Through this initiative, we are redefining the delivery of HR services by driving standardization at scale, improving accessibility, and introducing innovative, employee-centric solutions that elevate both service quality and overall experience.

In FY2024, we launched the Amdocs HR4U portal – a centralized HR service platform that offers consistent, easy-to-access information and support to employees worldwide. Since its launch, the portal has recorded over 35,400 unique visitors and addressed more than 30,000 employee queries, underscoring strong adoption and engagement across the organization.

HR4U Support – Key Highlights

- Employee Stock Purchase Plan (ESPP)
- Performance Management Program (PMP)
- One Compensation Cycle
- Global Hybrid Work Policy
- Unlimited Vacation Policy
- Well-being and Engagement Initiatives



At Amdocs, we strive to create a people-centric workplace by enabling seamless, intuitive access to information and services. Developed and designed in house, Ping is our AI powered digital navigation platform that delivers a unified, user friendly experience for employees worldwide.

Ping serves as a single-entry point to enterprise knowledge and corporate services, allowing employees to quickly and efficiently find answers – whether to simple inquiries or complex, multi step processes. Since its launch, Ping has recorded 28,000 unique visitors and supported over 200,000 employee conversations, underscoring its role as a critical enabler of productivity, agility, and employee experience across Amdocs.

Ping has further evolved over the past year through enhanced model training and data prompting, strengthening its accuracy and responsiveness. By leveraging AI to simplify access and reduce friction, Ping continues to strengthen how our people connect with the organization and get the support they need, when they need it.

Employee Experience

AI Fitness

Preparing Our Workforce for the Future of Work

Artificial intelligence is fundamentally changing how work gets done. As AI becomes embedded in everyday workflows, the skills employees need are evolving just as quickly. At Amdocs, we believe success in this new era depends not only on access to technology, but on building a workforce that is ready to work confidently and responsibly alongside AI.

This is why we introduced AI Fitness – our company-wide approach to helping every employee build the mindset, capabilities, and confidence needed to thrive in an AI-first organization. AI Fitness is not a single training program or certification. It is an ongoing commitment to continuous learning, adaptation, and practical application, recognizing that there is no finish line as AI continues to evolve.

AI Fitness is designed for every employee, regardless of role or level. Through a combination of structured learning, self-paced resources, hands-on experimentation, communities of practice, and manager enablement, employees develop the ability to integrate AI into their everyday work. Learning focuses not only on technical skills,

but also on strengthening the uniquely human capabilities that become even more valuable in an AI-enabled workplace, including critical thinking, creativity, judgment, collaboration, and responsible decision-making.

As Amdocs continues its transformation toward an AI-first, agentic organization, AI Fitness serves as a key enabler of workforce readiness. Employees are encouraged to move beyond understanding AI as a tool and learn how to collaborate with it as part of daily workflows, allowing AI to automate routine tasks while people focus on higher-value thinking, innovation, and customer outcomes. This approach helps our workforce remain adaptable as roles evolve and new ways of working emerge.

By embedding AI Fitness into our broader employee development strategy, we are building a culture of continuous learning and responsible innovation. This investment strengthens individual career resilience while ensuring Amdocs has the capabilities needed to lead customers through the next generation of AI-driven transformation.

The Agentic Office

The past years, we have been preparing for a new era of work – investing in AI capabilities, launching new tools, building new skills, and encouraging every employee to strengthen

their AI Fitness. Over the past year, Amdocs has also established a dedicated new business unit – The Agentic Office.

The Agentic Office is focused on three core areas:

- **Redesigning core business processes** – starting with the Software Development Lifecycle (SDLC) and operations – to embed AI into how we build and deliver
- **Evolving how we work** – clarifying responsibilities and building new skills so people and AI can complement each other and create greater impact
- **Helping everyone build their AI Fitness** – developing the habits and mindset to learn fast, stay adaptable, and grow with change

During 2026, we began rolling out the Agentic Software Development Lifecycle, or aSDLC – one of the first major examples of how we are redesigning work at Amdocs.

Agentic Software Development represents a new way of working in which people and AI collaborate throughout the software development lifecycle. As with any major transformation, the change will be gradual: we will learn, refine, and expand adoption over time.



2.1. Inclusivity



2.1.1. Our approach

We take pride in our globally diverse workplace, a powerful mix of talents that underscores the importance of inclusion as a pillar 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 well-being and plays a pivotal role in our achievements.

At Amdocs, inclusion is integral to creating a workplace where all employees feel safe and empowered. We believe psychological safety fosters collaboration, drives innovation, and leads to business success.

Connect

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 in accordance with applicable law. 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 inclusion at Amdocs is based on important aspects that all intertwine to ensure our success:

- **Representation:** We are continuously working to enhance representation of experiences and backgrounds by expanding our 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 awareness campaigns and expanding our Employee Networking Groups (ENGs) to create a sense of belonging and support for all employees. We use a holistic approach, closely aligning and integrating CSR and Well-being with our strategy design and implementation

And this approach can be seen through multi-layered strives to foster an inclusive workplace:

Leadership commitment and **champions**

Measurements Transparency – making it visible

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

Recruiting according to candidates' skill and experience only

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

Managerial education on inclusive leadership and unconscious bias

At Amdocs we foster an inclusive workplace by embedding opportunities for all into our recruitment processes, using bias-reducing tools and partnerships. For our commitment and policy, please read 5.7.3. Commitment to diversity, inclusion and non-discrimination.

In addition to its ongoing internal initiatives, Amdocs strategically aligns its programs with community engagement and corporate social responsibility (CSR) efforts. This integrated approach ensures that the commitment to fostering an inclusive workplace is reflected in broader support for the communities where Amdocs operates. For detailed information on our CSR activities and their impact on society, please consult section B. Our Communities of this chapter.

2.1.2. Executive sponsorships

Our executive management is fully committed to fostering an inclusive culture at Amdocs.

The executive sponsors oversee our annual plans for each initiative, bring it to the company's leadership, help drive the strategic efforts around it, and promote communication with all employees on relevant occasions.

We have regular discussions dedicated to topics in relation to our efforts on inclusivity matters with our Amdocs Executive Management, Corporate Committee and our Board of Directors.



2.1.3. Managerial education on inclusive leadership and unconscious bias

Our efforts towards an inclusive workplace are also reflected in our investment in managerial education and cultural education. We provide training for managers and team leaders, focusing on unconscious bias and practical inclusive strategies. In the past two years, since FY2024, this training was integrated into managerial courses globally and managers from the different units underwent inclusive leadership training. Additionally, we provide training focused on promoting fairness and eliminating bias in recruitment processes.

Building on work begun in FY2023, we continue to run an annual mandatory unconscious bias learning module for all employees. Read more in section [5.10. Business conduct campaign training](#).

2.1.4. Programs

Amdocs' commitment to fostering opportunities for all and inclusion has involved initiatives that support talent development both internally and externally.

Talent Magnet and W-Connect (India)

This thought leadership series fosters innovation and opportunity by engaging talent in discussions about emerging technologies.

These sessions nurture professional growth, enhance brand visibility, and contribute to the tech industry's evolution.

Diversity Industrial Visit (India)

A full-day engagement was organized for 300 students from 6 partner diversity colleges, offering an in-depth introduction to Amdocs and opportunities to interact with leaders. The sessions focused on Real-World Exposure, Career Inspiration, and Interactive Learning.

W Code (India)

An online coding competition for women technologists was conducted to identify and nurture top coding talent, attracting 4,100 registrations. Over 3,000 participants cleared the MCQ screening round, followed by 1,200 participants who took part in the coding challenge. A curated group of 200 participants were invited to a specialized webinar, after which 20 finalists were shortlisted by the jury, and the top 3 performers were awarded prizes.

Internship Program (CALA, Israel, India, Cyprus, Philippines & Thailand)

Our internship initiatives support early-career professionals in technical roles. These participants will eventually be eligible to join Amdocs, with current 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".



Lotus Hub (Israel)

Amdocs is proud to partner with Lotus Hub to promote Druze employees in tech. Lotus Hub addresses traditional challenges by offering Female members of the Druze community full-stack development training and employment in the villages where 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.

Inclusive Bootcamp Programs (Israel)

Amdocs has implemented specialized bootcamp programs in Israel to support people with disabilities (PWD), including individuals coping with post-trauma and those on the autism spectrum. These programs are designed to provide participants with technical skills, tailored support, and pathways into the high-tech industry. By creating inclusive learning environments and addressing unique challenges, the initiative aims to expand access to meaningful employment opportunities and promote workforce diversity.

Following the program phase, the company continues to make every effort to enable continued employment. Currently, nearly 80% of participants successfully transition into ongoing roles within the company after completing the program. While similar programs in the past lasted approximately six months, they now average around one year. Most graduates remain employed for at least an additional year within the company.

All programs are top ranked among managers and mentors with high engagement of all team members. These programs are part of the company's organizational development tracks and help unit heads to foster new managers and provide impactful contribution.

The W-Factor (India)

The W-Factor program continued to promote an inclusive workplace culture across Amdocs India in FY2025. The initiative engages business units in a year-long assessment focused on key workforce and talent indicators, including representation, leadership participation, recruitment, early-career talent development, and retention. In partnership with business leaders and HR teams, annual goals are established and progress is reviewed throughout the year, enabling units to share best practices and implement interventions tailored to their unique workforce needs. At year-end, business units demonstrating strong performance across the various indicators are recognized through the W-Factor Awards, with a rotating trophy presented to the unit achieving the strongest overall results. The program helps reinforce accountability, promote inclusive leadership practices, and support equal access to growth and development opportunities across the organization.

Furthermore, aiming on community impact on inclusive matters, through a mix of targeted programs, and collaborations with NGOs, we strive to contribute positively to this topic. For more about our initiatives, read section [2.8 Promoting inclusion in STEAM](#).



2.1.5. International Women's Day Campaign 2026

In March 2026, Amdocs marked International Women's Day through a global campaign under the theme **We Run AI**, spotlighting women across the organization who are driving and shaping Amdocs' AI transformation. Built on the company's AI Fitness journey, the campaign emphasized that women are not only participating in AI adoption, but also leading how AI is designed, applied, and scaled in an intentional, responsible, and inclusive way.

The campaign featured women leaders and practitioners from different roles and geographies, a dedicated landing page, global AI sessions focused on mindset, toolset, and skillset in the agentic era, and more than 40 regional activities across Global, EMEA, Israel, APAC, Americas, and India. Together, these initiatives reached more than 4,000 participants through hybrid formats, while also reinforcing the role of male employees as allies in advancing inclusive AI transformation.

Reflecting Amdocs' third consecutive year connecting International Women's Day with the evolving AI landscape – from **Yes, we Gen** in 2024, to **ImaGEN it, Achieve it** in 2025, and **We Run AI** in 2026 – the campaign underscored a clear message: when women help shape AI, innovation becomes more inclusive, relevant, and impactful for employees, customers, and communities.



2.1.6. Employee networking groups

At Amdocs, we recognize the increasing impact of Employee Networking Groups (ENGs) in providing support on our efforts to inclusivity. These groups foster a sense of belonging across our global workforce.

Our ENGs work on 3 levels:

- Planning activities for group members
- Creating education opportunities through campaigns and training
- Developing community engagement opportunities

An overview of our active Employee Networking Groups:



BPENG
Black Professionals Employee
Networking Group



Nexos
Hispanic Professional Employee
Networking Group



ConstellASIAN
Community of Asian employees in
North America



Amdocs LGBTQ+ Network



Arab Employees' Community in Israel



SHEroes



Amdocs Women Network



Amdocs Israel's Caregivers' Community



Young Professionals' Community



Amdocs Hand-in-Hand
Parents of children with disabilities

During FY2025, we continued to empower our community leaders through **ongoing enrichment sessions and professional guidance**. Each ENG leader maintained an annual plan, developed in continuous collaboration with regional professional cabinets and executive sponsors. The work plans alongside targeted awareness campaigns led by the communities, reflect a wealth of professional knowledge and a steadfast commitment to fostering an inclusive environment across the organization.

2.1.7. Pay equity

We have been engaged in reviewing and measuring equal pay across 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 supports our equal-opportunity and pay-equity objectives.

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
- Monitor compensation dashboards
- Gender pay equity guidelines in all C&B policies

We continually strive to review our organization and action plan while creating the relevant mechanisms and processes to identify and address unexplained pay differences where appropriate, wherever we are located.

The pay equity report is being published for all countries, in compliance with local regulatory requirements.

2.1.8. Multicultural workplace

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

Amdocs strives to cultivate an inclusive workplace that offers equal opportunities and an empowering environment for individuals of all ethnic backgrounds in accordance with applicable law. Across the Americas, we have the recognition of cultural milestones such as Martin Luther King Day, Black History Month, and Hispanic Heritage Month. These occasions are marked by educational programs, awareness campaigns, and active community engagement that promote understanding and connection.

Specifically in Israel, Amdocs implements programs and initiatives striving for an inclusive workplace for underrepresented minorities, such as members of the Arab community. These programs are designed to foster equal opportunity and integration, contributing to a more equitable workforce. One other example of our multicultural integration is at our Cyprus site, where over 25 nationalities work together, in an environment with opportunities and activities for all.

By embracing a wide range of backgrounds across all regions, Amdocs continues to foster an atmosphere where every employee feels valued, empowered, and able to thrive.

2.1.9. People with 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. Our dedication to fostering an inclusive environment and supporting individuals with disabilities is a continuous journey.

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 throughout the year. Additionally, each year, we mark the International Day for Persons with Disabilities with a global awareness campaign that includes internal sessions, a range of internal events and activities aiming to raise awareness and strengthen employee engagement around accessibility and inclusion
- **Talent Management:** We collaborate with specific NGOs focused on inclusiveness practices of people with disabilities in specific locations
- **Community Impact:** Digital solutions have the potential to eliminate barriers and create significant opportunities for inclusiveness. Through our Corporate Social Responsibility activities and Tech for Good program, we continue to develop innovative initiatives and applications designed to address specific needs and empower individuals with disabilities. Find more in [2.7. Digital inclusion CSR initiatives](#)



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.

As part of our overall efforts around this, we implemented various programs and events and some examples are:

- In December 2025, to mark the International Day of Persons with Disabilities, Amdocs launched the “Technology for Every Ability” global campaign. As part of this initiative, a global accessibility panel focused on creating accessible experiences brought together employees from all around the world, featuring insights from executive speakers. In parallel, regional activities centered around four key pillars – Support, Empower, Connect, and Learn – were held to drive engagement and inclusion. These included virtual conversations, awareness sessions, thematic speeches, and donations of equipment and funds. Additionally, Amdocs experts promoted external awareness by joining professional panels, further reinforcing the company’s commitment to inclusive design and accessibility in technology
- A People with Disabilities Community is active, 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
- In FY2026, Amdocs marked 25 years of support for Adaptive Spirit and expanded its impact through the sponsorship of Paralympic athlete Brenna Huckaby, whose journey exemplifies resilience and the power of representation. This initiative is part of our broader efforts to promote inclusion, raise awareness on disability and mental well-being, and inspire employees, customers, and communities. Through integrated engagement activities, including awareness campaigns, employee programming, and social impact initiatives, we leverage such partnerships to foster allyship, encourage a culture of belonging, and reinforce its commitment to creating an inclusive and equitable society
- For the fourth year, we hosted an Employee Networking Group (ENG) in Israel for parents of children with disabilities, our Hand in Hand Community. This initiative involved about 50 employees who participated in 6 workshops throughout the year, designed to provide them with tools to enhance their well-being, foster a sense of community, and facilitate the sharing of knowledge and experiences. This year the ENG community hosted a show during mental health month sharing the story of being parents to a child with a disability. The show was for all employees in Israel and driven by this ENG
- 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, the team during FY2025 established a Tech Lab at the facilities of Apostolos Loucas, an NGO which operates for Adults with people with mental disabilities, aiming to provide a safe space for these individuals to work with their teachers on internet and engage with digital tools for their development
- The Tech4All recruiting program (in Israel) is a groundbreaking initiative aimed at integrating people with disabilities into the high-tech industry, in collaboration with the Innovation Authority. This program is designed to remove entry barriers to the tech sector for individuals with disabilities by providing them with knowledge and work experience. It is an innovative and pioneering program in Israel, offering participants hands-on experience working within technological teams at Amdocs

2.1.10. 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 inclusiveness
- Developing community impact and volunteering channels with LGBTQ+ organizations
- Implementing a gender-neutral parental leave policy that also covers adoption and surrogacy

Pride Month took place at Amdocs centers around inclusion, a principle deeply embedded in our corporate ethos. This is demonstrated through our support of LGBTQ+ NGOs, conducting inclusion training sessions for managers and HR, employees' participation at local pride events and parades, and offering platforms for our LGBTQ+ employees to unite and effect change within our company and in society at large.

In FY2025, at Amdocs we continued striving to LGBTQ+ inclusion through sustained global engagement and local community actions. Our LGBTQ+ ENG communities remained at the forefront of our initiatives, collaborating with CSR teams to drive meaningful impact activities worldwide. Building on our established traditions, we hosted dedicated internal forums for open dialogue and maintained our vibrant presence in Pride events across key global locations, reinforcing a culture where every employee feels a sense of belonging.



2.2. Employee engagement and well-being

Amdocs is committed to looking after our employees' well-being by investing in relationships that cultivate a healthy, respectful, and nurturing environment, offering flexibility, and foster teaming and belonging. We believe that well-being 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. We also actively promote mental and physical health through a variety of programs and initiatives designed to help our people lead healthier lives.

Amdocs well-being program aims to align and fit with the changing landscape in different parts of the world. Consequently, it is important for us to have the combination of a global well-being framework and strategy combined with a regional well-being structure with local well-being managers in each region. Operating within the regional framework helps us build a model with more targeted offerings striving for an overall better employee well-being experience.

Global presence

As a global company with employees in approximately 90 countries, providing consistent employee well-being experience is crucial. Our global well-being team, supported by regional well-being 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 well-being 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, one global recognition and award platform, and conduct international days like Mental Health Month, Men's Health Awareness Month and Breast Cancer Awareness Month, combined into Your Health Matters campaign. By fostering alignment between regions and leveraging best practices from various locations, we can ensure a consistent and high-quality well-being experience for all our employees.

Our approach to well-being

We understand well-being is 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 well-being.

Amazing relationships foster exceptional well-being & employee experience

Our strategy has been developed based on 6 main well-being relationship streams. Within this framework, managers act as a catalyst, helping the company to foster a culture of care, connection, and accountability in employee well-being.

1. **Direct manager and employee:**

Recognized as the most critical factor influencing an employee's well-being, managers directly impact employee development, satisfaction, appreciation and recognition, psychological safety, and sense of belonging. 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 FY2023, we began "Lead with Well-being" training for our managers; and following that, this past year we introduced our innovative 'Well-being4U Managers' Portal. This Portal is a one-stop-shop of resources designed to help managers promote team activities, encourage recognition, and support both the physical and mental health of their teams and themselves.

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 well-being 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.

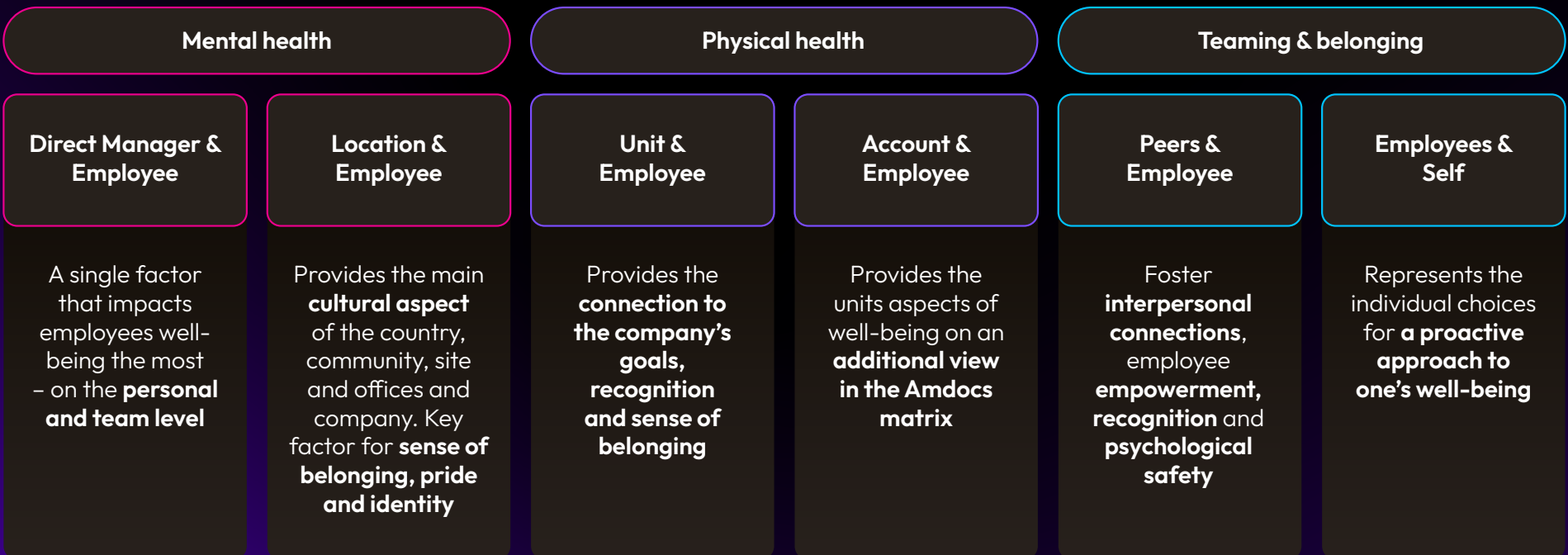
4. Account and employee: Providing a unique viewpoint within Amdocs' structure, this connection is for employees from different business units whose main organizational affiliation is the customer account, such as AT&T, T-Mobile, and Vodafone, to which they are assigned. This relationship offers unique 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 Networking 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 well-being & employee experience

We have 6 main well-being relationship streams, with an emphasis on Managers as catalysts:





2.2.1. Well-being focus areas

CONNECT

**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.**

To maximize our impact on employee well-being and the way we deliver these services, we also 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' well-being.

2.2.1.1. Amdocs Global Well-being Programs Well-being4U Managers' Portal

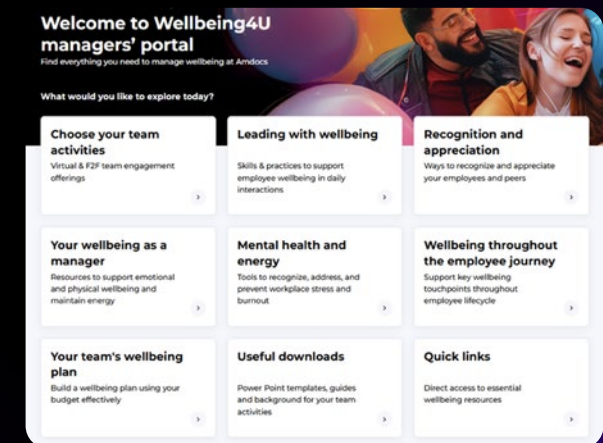
As our strategy evolved two years ago, into the Relationships Stream approach, we put a focus on "Leading with Well-being." This evolution places a deliberate emphasis on the manager's role in shaping employee well-being, integrating the Leading with Well-being tools into the Employee-Manager relationship stream and equipping managers with the resources they need through training and the Virtual Well-being Store.

Building on this foundation, Amdocs took a significant step forward with the launch of Well-being4U Managers' Portal. This one-stop-shop platform was designed to support managers in fostering team connection and employee well-being, offering a wide range of resources and activities including:

- In-person activities
- Wellness challenges
- Free ready-to-play virtual games
- Hosted virtual events
- Team volunteering opportunities
- Team celebrations

The portal also features practical resources such as well-being tips, learning modules, keynote speech recordings, podcasts, and curated content all organized around three key Well-being **Focus Areas: Physical Health, Mental Health, and Teaming & Belonging.**

Since its launch, the portal has generated over **26,000 total views**, with more than **3,500 unique manager visits**, a strong signal of the real demand for these tools and resources.



In FY2025, we further enhanced our team activities offering through iCare, a streamlined payment and booking system integrated into the Well-being4U Managers' Portal. iCare enables managers to plan and book team activities and pay directly to vendors, removing the need for out-of-pocket expenses and simplifying budgeting and administration. A curated catalogue of approved vendor activities, from entertainment and offsite workshops to public parks, virtual activities, and onsite session, is currently available across India, the US, Israel, and Cyprus, with more locations to follow.

All activities have been pre-reviewed and approved by insurance and EHS, ensuring they are safe, compliant, and free of unnecessary admin tasks for managers. Some activities are pre-paid by Amdocs; others draw on the manager's iCare budget.

TeamUp4Good

In FY2025, we launched "TeamUp4Good", an initiative that channels team volunteering into a driver of employee well-being – building connection within teams while creating real impact in the communities where we operate.

Managers are encouraged to lead their teams in volunteering, turning everyday work relationships into shared purpose beyond the office. Accessible directly through the Well-being4U portal, TeamUp4Good adds a new level of our efforts of enhancing workplace well-being. A catalog available to managers according to their location offers various NGO and community activities for each region and major sites.





A-gift: Global awards and recognition platform

Amdocs' ongoing approach to award and recognition programs offers employees celebrating lifetime events or holidays the option to either receive a gift voucher from a curated selection or contribute the equivalent value to digital inclusion initiatives in partnership with external NGOs, promoting both personal appreciation and social impact. Most recently, this experience was made even more accessible with the integration of a-Gift into Teams Mobile, allowing employees to engage with the platform directly from their mobile phones. This ongoing enhancement continues to elevate the overall employee experience by making recognition more flexible, inclusive, and connected. We also launched "lifetime gifts", offering special recognition where employees earn points for major life milestones such as Birthday, Work Anniversary, wedding or birth of a child. These points can be redeemed for personalized gifts, allowing employees to celebrate meaningful moments in ways that are personal and memorable

To create a seamless experience, we consolidated all milestone awards into one centralized digital wallet, offering employees the flexibility to manage their rewards easily.

Key features of the platform include:

- Consolidated Milestone Awards: All awards are stored in a single wallet
- Flexible Spending: Employees can spend their points (monetary value) however and whenever they choose
- Global Wallet with Local Redemption: Employees have access to a broad selection of brands and gift cards, tailored to local options
- Flexible Redemption Options: Points can be redeemed immediately, banked for future use, or donated to social causes

Our global awards and recognition platform, a-gift, is designed to celebrate employee achievements and foster a culture of appreciation. The a-gift platform includes personalized greeting cards, enabling colleagues to acknowledge and celebrate each other's milestones with customized messages.

During FY2025, this program A-gift platform won the prestigious gold award in category Best Advance in Rewards and Recognition Technology, in collaboration with Vantage Circle, at the Brandon Hall Awards.

Recognition and appreciation

Our Peer-to-Peer Recognition Program is a significant initiative 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. Greetings: In FY2025, we added a new feature of Greetings on a-gift which allows employees to send holiday greetings throughout the year. To date, we have added greetings for Happy Holidays, Congratulations, Congrats on your new arrival, Happy Hannukah, Happy Diwali and Happy New Year
- **New AI badges:** This year, we also introduced a set of AI-focused recognition badges to acknowledge and encourage employees who adopt and implement AI solutions in their work, reinforcing innovation and future-ready capabilities across Amdocs. These badges included – AI Skill Builder, AI Mentor, AI Champion, AI Workflow Re-Designer



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.

The program received positive feedback from employees. Since the initial implementation, more than 87,500 recognitions were registered by the end of FY2025.

2.2.1.2. 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 well-being – We know that financial planning plays an important role in our employees' peace of mind and well-being. We provide financial planning educational sessions and financial tools to help our employees achieve financial security

- Wellness rooms/corners – We create quiet spaces to provide employees with a place to relieve stress, allowing employees to take breaks and recharge throughout the day. These wellness rooms are equipped with elements such as natural lighting, calming colors, and relevant equipment to create a soothing atmosphere that promotes overall well-being. In the larger spaces, we also conduct activities such as yoga, Zumba, Pilates, music rooms and more, enhancing energy levels and concentration
- 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
- Participation in sport activities and events. Through employees' participation in different organized events, we aim to promote the importance of physical activity and overall health. We also conduct in-person and virtual sessions for physical and mental health globally



- We continue to expand our “Re-energy, Mental Health, and Resilience” practice across the organization. This includes the development of burnout assessment tools and the customization of well-being initiatives based on the specific needs of each business unit
- In the Well-being4U Managers portal we are providing managers with tools to support the mental and physical health of their employees related to stress and burnout, psychological safety, creating healthy boundaries and ways to re-energize the team with team activities, wellness challenges, volunteering team activities, recognition and more

Promoting employee well-being through campaigns and events

During FY2025, 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 well-being 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 in FY2025, Amdocs invited employees to “Make Space to Recharge”, a campaign focused on the importance of rest, recovery, and sustainable well-being in the workplace. Sponsored by GM Samit Banerjee, the campaign encouraged employees to reflect on what recharging means to them, both personally and professionally
- A highlight of the campaign was the #HowIRecharge social media challenge, where employees shared photos of how they unwind and recharge. Two regional winners were selected and rewarded with points through a-gift, celebrating the diverse ways our people find balance. Globally, the campaign reached employees through a combination of virtual and on-site programming with 12 virtual sessions welcoming over 1,460 participants, and 7 on-site activities engaging more than 800 participants

- The “Your Health Matters” campaign is a global well-being initiative designed to raise awareness and encourage proactive care around employees’ physical and mental health, with a focus on key topics such as Breast Cancer awareness and Men’s Health (Movember). Key outputs included global and regional awareness activities, educational sessions and workshops, and flagship global well-being sessions (e.g., women’s and men’s health webinars), supported by a comprehensive communication rollout across channels such as email invitations, digital screens, and internal community posts. The campaign also delivered localized activities, access to health resources, and engaging visual assets (e.g., campaign screens, digital cards, and toolkits), all aimed at fostering a culture of openness, prevention, and ongoing well-being across the organization. This campaign reached approximately 2,000 participants globally with around 30 in-person and virtual events and sessions



2.2.1.3. Teaming and Belonging

We believe that teaming and belonging are essential to our employees' well-being. Fostering teamwork and connection empowers employees to share experiences and build meaningful relationships.

Our flexible well-being model addresses the diverse needs of employees and teams. Managers at all levels coordinate team activities and events, including group and divisional gatherings that connect broader communities. These efforts help teams build identity and spirit, celebrate achievements, and recognize individual contributions. Major company events also provide opportunities for employees to connect and build relationships across the organization.

Our regional well-being framework includes dedicated Regional Well-being Managers who collaborate with a global network of Well-being Champions. These employees serve as role models and ambassadors for a culture of well-being, belonging,

and inclusion. Clearly defined roles and responsibilities, structured training, opportunities for peer connection, and formal mechanisms for recognizing their contributions are significant principles in our efforts. Considering the global spread of Amdocs operations, the Well-being Champions support our culture by organizing meaningful activities and supporting local, specific initiatives in their areas that bring our people together. Regional and global activities are supported by the global Well-being Team, who take ownership of all cultural-related matters at their sites.

Regional and company events highlights:



India

Our local well-being program in India offers numerous opportunities for employees to connect and enhance their mental, physical, and social well-being.

Our regular Employee Well-being Assistance Program (EWAP) sessions on mental health, nutrition, and resilience consistently attracted high participation, while festive workshops, creative activities, and national celebrations fostered social connection and employee engagement.

The program maintained a strong focus on preventive care and awareness, including initiatives such as Men's Health Month, annual health check-ups, and Mental Health Month activities that encouraged open dialogue, reduced stigma, and promoted resilience.

Large-scale engagement was driven by flagship "Vibrance" events in Pune and Gurugram, alongside sports activities and ongoing hobby-based classes, contributing to a vibrant and connected workplace culture. Furthermore, continuous support was provided through the Employee Assistance Program (EAP), offering confidential counseling and resources throughout the year.



Israel

Throughout FY2025, we ran a comprehensive enrichment program through the Amdocs Club, featuring monthly lectures, movie screenings, theater shows, and city tours, engaging over 1,500 employees across our three branches. In the spirit of giving and community connection, we held several sales fairs supporting small businesses, NGOs, and employee-recommended vendors.

Holiday celebrations remained a cornerstone of our community spirit this year. For Purim, we hosted a lively celebration drawing over 1,400 employees while Passover celebration with our flagship “Bloom & Renewal” Spring Event, brought together over 2,000 employees. Additionally, Festival of Lights across all three branches, marking Hanukkah, Christmas, and the New Year together.

Family connection remains at the heart of our Israel program. During July and August, we hosted eight Kids’ Days across all three branches, offering full-day enrichment programs with activities such as creative workshops, electronics and AI sessions, group games, team-building activities, and movie screenings. The Kids’ Days were designed exclusively for children, giving parents peace of mind while they continued their workday with over 1,500 children participation.

Health and physical well-being also saw significant investment this year. Our Sports and Wellness program, a flagship initiative across all three branches, expanded its schedule of fitness classes and organized two dedicated Sports Days, festive, high-energy events featuring unique fitness classes, healthy food stands, and sports equipment sales, health-talk sessions, attended by around 1,300 employees. Medical services continued to be a priority, with annual checkups, vision tests, breast consultations, and blood drives reaching approximately 1,500 employees. Access to psychological support through the EAP program remained available to all.



Americas

Given our extensive presence throughout the region, characterized by multiple smaller sites rather than a single central location, we place significant emphasis on various virtual events. These events are essential for cultivating a sense of belonging and inclusion among our employees, ensuring that everyone feels connected and valued irrespective of their physical location.

During FY2025, Amdocs provided over 200 sessions on a range of well-being initiatives across the Americas to further support employee health and engagement. We offered well-being sessions in English and Spanish for employees, while onsite vendor markets allowed staff to shop locally and support small businesses.

The Walkingspree App promoted physical activity with challenges hosted across the region. In the most successful challenge, Connect the Globe, around 1000 employees registered and collectively logged 102,355,672 steps and 51,178 miles, with 1,904 total badges earned.



EMEA

Our EMEA offices continued to foster a strong sense of community and belonging through a diverse calendar of events. At some of our sites, employees organize monthly on-site club activities such as art/ painting sessions, pottery, crafts etc. These types of activities bring everyone together, allowing them to be creative and away from their desk. This is one of the key elements of recharging and connecting.

To support physical and mental well-being, weekly or monthly activities were organized with sport like football, padel, badminton, beach volleyball, and cricket games. The introduction of sports has quickly become the most popular among our people, enhancing team cohesion, interpersonal relationships, physical health, and stress reduction.

Building on our global EAP program, FY2025 saw continued delivery of focused monthly sessions open to all EMEA employees, covering mental health awareness, cancer education and screenings, healthy eating, exercise, sleep optimization, and overall lifestyle management. Burnout prevention, mindfulness, stress management, and work-life balance remained central themes throughout the year's programming.



APAC

In FY2025, we continued organizing initiatives that nurtured health, strengthened connections, and fostered personal and professional growth.

A key component of these efforts was Wellness Wednesday, a recurring program that promotes holistic well-being through wellness sessions, physical activities, and health-focused engagements. In partnership with the Facilities team, employees also had access to healthy meals and nutritious snacks, encouraging mindful lifestyle choices throughout the workday.

The Manila Sports Club community continues to grow and excel through its vibrant running, cycling, mountaineering, and football communities, fostering a culture of wellness, resilience, and high performance. From group training sessions, outdoor adventures, and friendly competitions to



podium finishes in external races, these communities have consistently showcased dedication, teamwork, and sportsmanship.

To engage a growing and diverse population of employees with varying interests, Amdocs organized an E-Sports Tournament, expanding its community offerings beyond traditional sports and wellness activities. The initiative catered particularly to the younger employee demographic and the increasing number of gaming enthusiasts, attracting 160 participants and featuring some of the most popular mobile gaming titles. More than just a competition, the tournament provided an inclusive platform for employees to connect, collaborate, and showcase strategic thinking, teamwork, and digital skills, further strengthening employee engagement and fostering a vibrant sense of community across the organization.



In FY2025, the Philippines hosted its flagship Sportsfest, the largest annual sports event in the country for Amdocs employees. The month-long league brought together teams and accounts across four sports disciplines in friendly competition, with more than 400 employees actively participating. Strong leadership engagement throughout the finale reinforced a culture of health, collaboration, and sustained team spirit.

The APAC Week of Love & Appreciation 2026 reinforced a positive, connected, and inclusive workplace culture through peer-to-peer recognition and localized engagement activities. Spanning 13 countries and 75 accounts, employees exchanged 11,197 recognitions, demonstrating strong engagement and a culture that values appreciation and collaboration. By encouraging employees to acknowledge contributions and celebrate achievements, the initiative strengthened belonging, enhanced well-being, and supported a more resilient workforce.

2.2.1.4. Employee Benefits

Employee Stock Purchase Plan (ESPP)

Our Employee Stock Purchase Plan (ESPP) program continues to foster a sense of ownership among employees, align their interests with our shareholders, and enable them to share in the company's future success. Through this program, employees can purchase company shares via their salary at a discounted price in six-month cycles. The ESPP currently covers 97% of our employees, with good enrollment rates.

Vacation without limits

As part of our unlimited vacation program, "Vacation without Limits," employees are empowered to take as much paid time off as they choose, provided that all absences are fully coordinated with their manager and comply with applicable local laws. This approach grants employees the flexibility to balance their work and personal lives responsibly, ensuring that business needs are met while supporting individual well-being. The policy is available in every country where Amdocs employees are based and where regulations allow it. After more than four years since its implementation, the benefit has become well-utilized, demonstrating stable vacation usage rates across the globe.

Flexibility @ Work

At Amdocs, we offer a hybrid work model in which employees are expected to work from the office at least three days a week, with the flexibility to work remotely on the remaining days and with allowance to work on Flexible working hours. This structure supports our culture of collaboration, connection, and innovation, while also providing employees with the ability to manage their time efficiently and achieve a healthy work-life balance. The hybrid work model remains in place, with ongoing efforts to enhance employee experiences at our various global sites. The policy also supports employees' special needs and personal circumstances by allowing them to request temporary additional flexibility. This process is automated, structured, consistent, and employee-centric, ensuring fair and transparent support for unique situations.

As part of this framework, we provide managers with tools and clear guidelines to empower them to address issues and meet employees' needs. Office attendance data shows that 88-90% of employees have been attending the office two to three or more times per week. We continue to focus on maintaining this high rate of in-office attendance, while fostering our unique culture of connection, collaboration, and flexibility.



Parental leave

Our global parental leave policy is designed to provide parents with additional flexibility and time to care for and bond with a newborn or newly adopted child, as well as to adjust to their new family situation. From 2020, we enabled eligible employees to benefit from additional paid parental leave following the birth or placement of a child, including in cases of adoption or surrogacy.

This paid leave is offered in addition to statutory parental leave mandated by the countries in which we operate. Furthermore, we offer an extra week of paid parental leave for primary and non-primary caregivers, beyond the legal requirement, to the majority of our employees. This ensures that all parents have the support they need during significant life changes. Upon returning to work, we offer breastfeeding and lactation facilities at all major sites, ensuring a smooth transition back to the workplace for new parents.

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 FY2025, as part of our commitment to fostering a thriving workplace culture, Amdocs conducted a cross-company Employee Experience survey using Qualtrics EX25, a leading platform in experience management. This initiative provided a comprehensive snapshot of employee sentiment across diverse teams and geographies.

The EX25 framework is designed to measure the most critical aspects of employee experience – capturing both emotional and functional drivers that influence engagement, retention, inclusion, and well-being.

Key highlights:

- Amdocs scored above industry benchmarks in core outcomes (KPIs) including Employee Engagement (76%), Intent to Stay (74%), Inclusion (74%) & Well-being (77%)

- Excellence in Experience Drivers: Amdocs outperformed benchmarks in most employee experience drivers, with particularly high scores in: Ethics, Customer focus, and Work Processes

Employee metrics:

- **Job satisfaction:** **79%** would recommend Amdocs to people they know as a great place to work
- **Motivation:** **74%** stated that Amdocs inspires them to do their best work
- **Happiness:** **71%** feel energized at work, **79%** feel positive about themselves at work, **82%** have trusting relationships at work
- **Health/stress:** **78%** have adequate resources in their workplace that support their health and well-being, **76%** can manage their job responsibilities in a way that enables a healthy work-life balance

Key insights from open comments:

Employees emphasized Amdocs' commitment to growth and skill development, a positive and inclusive culture, adoption of emerging technologies like Generative AI, and a strong customer-centric focus aligned with business performance.

The survey was completed by **61%** of our employees.

2.2.3. Using people analytics to make informed decisions

Amdocs recognizes the importance of data-driven decision making in talent – and people-related decisions. Our Strategic Workforce Planning function applies people analytics to support workforce planning, skills management, talent acquisition, internal mobility, and talent retention. Through the analysis of workforce data, talent trends, skills availability, and workforce health indicators, we aim to ensure Amdocs has the right talent, with the right capabilities, in the right locations and at the right time to support the execution of our business strategy.

In the long-term, the Strategic Workforce Planning unit focuses on developing and implementing Amdocs' talent strategy (including skills management), optimizing site-specific strategies, and achieving an effective organizational managerial structure. The function also helps identify future workforce requirements and emerging capability needs, enabling proactive planning and investment in critical skills.

Within the Strategic Workforce Planning unit, the People Analytics team enables HR and business leaders to make informed people-related decisions through the use of data, analytics, and evidence. The team supports workforce planning by monitoring workforce health, talent attraction and retention trends, and by providing actionable insights that help guide talent management decisions globally.

The People Analytics team focuses on four key areas:

- Operational support through the development of real-time dashboards, analytical tools, and reports that enable leaders and HR professionals to extract workforce insights and support decision-making
- Research and consultation through ad hoc advanced analytics projects that help address workforce opportunities and challenges
- Promoting a culture of data-driven HR by encouraging HR professionals and business leaders to use analytics and evidence in talent planning, workforce management, and organizational decision-making
- Advancing responsible people analytics by promoting ethical, fair, and privacy-compliant use of employee data in accordance with applicable laws and regulations

Through Harmony and Career Hub, Amdocs also leverages AI-enabled talent intelligence capabilities to analyze workforce skills data, emerging skill requirements, employee aspirations, and talent availability. These insights help identify current and future skills gaps and support strategic workforce planning, learning and development investments, internal mobility, and hiring decisions. Career Hub, powered by Eightfold's Talent Intelligence Suite, helps connect employees with relevant roles, projects, learning opportunities, and career pathways based on their skills and potential.

As part of our skills-based talent strategy, Harmony and Career Hub strengthen workforce visibility and support more effective deployment of talent across the organization. The increased visibility of career opportunities and AI-powered matching capabilities contributed to higher internal placement rates and faster filling of internal positions, supporting both employee development and organizational agility.

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 skills, ensuring they are future-ready. By investing in our employees' development, we foster a culture of continuous upskilling, innovation, and personalized development pathways, ultimately enhancing employee engagement and satisfaction.

We continued our focus on cultivating a team learning culture across Amdocs, enabling team leaders 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.

2.3.1. Our learning and development framework

Building on the progress made last year, Amdocs continued to refine its learning and development approach in FY2025, ensuring close alignment with our vision of becoming a people-centric company.

Our continued goal is to build 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 continue to maintain an adaptive learning ecosystem that caters to the dynamic demands of the ever-changing world of work.

As we continue to embed AI technology into our upskilling framework, we are extending the use of AI solutions both into our platforms and into the content of our upskilling offering to our employees, in line with our overall AI integration strategy.

Our internal upskilling programs are offered to all, full time, part time and contractor employees.

Our offering continues to focus 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 continues to embrace 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 remains embedded 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 continues to foster a customer-focused, result-oriented performance culture, underpinned by strong leadership and teamwork, within a nurturing learning environment



- **Exceptional learning experiences:** The Learning & Development Team remains dedicated to delivering effective L&D communications, maximizing employee engagement and ensuring the benefits of learning initiatives are fully realized
- **Personalized learning journeys:** Utilizing data analytics, Amdocs continues to tailor learning paths to individual needs, optimizing outcomes and addressing the unique requirements of each learner
- **Social learning:** Amdocs continues to promote the creation of collaborative communities, enriching the learning ecosystem with opportunities for collective growth

2.3.2. Our learning and development programs

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.

2.3.2.1. Generative AI

We continue with the implementation of series of initiatives focused on further increase of GenAI understanding and adoption throughout the organization. Since FY2024, we have integrated GenAI into our learning and development strategy. As of June 2026, we reached a significant milestone, with 88% of our global workforce participating in specialized AI learning modules. At the same time, by allowing teams to adopt the tools at their own pace, we have fostered a more inclusive and effective environment for embracing innovative technologies. For FY2026, our focus is on advancing our shared knowledge and capabilities in this area to ensure our workforce remains ahead in a fast-changing digital landscape.

Further information on our efforts around AI, please read about AI Fitness.

On average, each employee at Amdocs has been engaged with four learning offerings specifically focused on Generative AI.

2.3.2.2. 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.

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.



2.3.2.3. Amdocs U

Amdocs U, an internal learning platform used for both onboarding and upskilling, was designed to provide new employees with a tailored, need-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 take place to the skills essential for the GenAI era.

For veteran employees, the platform provides tailored learning journeys that allow them to upskill or reskill based on their role or project needs, gain proficiency in new technologies or products, and address soft skills gaps such as developing critical thinking skills essential for the GenAI era. These learning programs 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 or for existing employees who need to gain new skills.

1,284 learning plans have been existing in total

7,392 employees learned via Amdocs U in FY2025

6,200 employees have active learning plans (currently learning via the platform)

2.3.2.4. Tailored learning programs

Like last year, in FY2025 our learning and development team worked with cross-company programs; but also, collaborated closely with specific business units to customize offerings according to each unit's unique requirements. Amdocs is dedicated to ensuring continuous improvement of our learning and development programs.

This process underscores our unwavering dedication to fostering a culture of perpetual learning and development across Amdocs.

2.3.3. Learning and development achievements

Amdocs' learning and development initiatives are designed to support our employees' career growth and advancement. In FY2025:

- 89% of employees participated in learning and development programs
- On average, each learner engaged with 8 learning offerings
- 14,402 employees used the Udemy learning platform to develop skills across a wide range of domains
- 56.67 hours of average hours per FTE of training and development

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

In FY2025, Amdocs continued to strengthen a future-ready leadership culture by advancing capability building across levels, deepening senior leadership effectiveness, and expanding equitable access to development opportunities.

Our leadership ecosystem focused on building consistent global standards, enhancing readiness in critical roles, and investing in pathways that support diverse representation. Across regions, this approach enabled uplift in leadership capability, strengthened inclusion in the leadership pipeline, and supported organizational resilience in a rapidly evolving business landscape.

Our approach consists of:

1. Global leadership development Strengthening leadership foundations for people leaders

We continued to emphasize leadership excellence within our people-centric framework, equipping managers and team leads with the capabilities required to lead effectively in a dynamic business environment. Through structured, role-aligned development and timely leadership insights, people leaders strengthened their ability to communicate with clarity, coach for performance, and support team resilience in their day-to-day work.

2. Deepening strategic leadership and succession readiness

For senior leaders, Amdocs continued to invest in development experiences that advance strategic and enterprise leadership effectiveness. Personalized learning, reflection, and coaching supported leaders in strengthening their influence, decision making, and readiness for complex roles, contributing to stronger succession pipelines for critical leadership positions.

Regional leadership development

1. Building the regional leadership pipeline

While we address the development needs of our global workforce, we also pay close attention to the unique requirements of our regional teams. In India, leadership capability building focused on developing emerging leaders through structured, high-impact development experiences, including targeted pathways for women team leads to strengthen their leadership presence, communication, and managerial effectiveness. Participants demonstrated clear improvements across key leadership behaviors, contributing to a stronger and more confident regional leadership bench.

2. Strengthening managerial growth through mentoring

Regional mentoring initiatives supported managerial advancement by connecting emerging managers with experienced leaders for guided developmental conversations. Through these relationships, managers-built perspective, strengthened decision making capability, and enhanced their confidence in navigating leadership challenges, contributing to a more capable and future-ready managerial pipeline in the region.

3. Fostering inclusive leadership communities

A dedicated regional leadership community for women provided ongoing opportunities for connection, learning, and peer support. Through regular forums on topics such as influence, communication, authenticity, and resilience, the platform expanded leadership aspiration and strengthened belonging. Strong participation across levels reinforced the importance of community led leadership growth and inclusive development in building Amdocs' future leadership.

2.3.5. Tech Path program

Tech Path is Amdocs' structured development initiative designed to strengthen technological capabilities, foster innovation culture, and support sustainable talent growth across the organization.

The program is built around three main pillars:

- Ongoing Learning & Capability Development
- Crowd Wisdom Challenges and
- Innovation Ambassadors Program

The Annual Tech Conference, Amdocs' largest internal tech event, bringing together thousands of employees and global technology partners to share cutting-edge insights, reinforce community pride, and promote continuous development across the tech population.

While we had over **2,950** Tech Path learners, more than **14,200** Amdocs employees have completed at least 1 course around 'tools and technologies', enriching their technological knowledge and strengthening their professional capabilities.

2.3.6. Offerings for teams leads and managers

VECTOR: Amdocs' change management model

During the first quarters of FY2026, Amdocs introduced VECTOR, our change management and guided disruption model, to help leaders and teams navigate complexity with greater clarity, consistency, and confidence. VECTOR is designed to translate transformation into a structured, actionable approach that supports adoption, maintains performance during transition, and helps ensure change is sustained over time.

The model is built around six core pillars:

- **Vision & Impact** – establishing a clear, compelling picture of the future that connects enterprise strategy to team level decisions and day-to-day behaviors. This helps create alignment, reduce conflicting priorities, and enable teams to make autonomous decisions without waiting for approvals
- **Engagement** – creating structured involvement of employees that acknowledges the emotional arc of change and builds agency, ownership, and momentum. This increases adoption, reduces resistance, and channels emotional energy into contribution rather than friction
- **Culture & Communication** – providing purpose-built messaging that reduces ambiguity, aligns meaning, and equips people to make decisions and act with clarity. This helps prevent rumor cycles, accelerate execution, and ensure teams act on the same understanding at the same time
- **Training** – delivering targeted capability building that enables people to practice, adopt, and perform the new way of working with confidence and competence. This reduces performance dips, increases confidence, and ensures employees can deliver outcomes, not just understand concepts
- **Ownership** – reinforcing clear, active leadership that sets direction, removes obstacles, holds priorities, and models the behaviors that signal commitment. This creates accountability, prevents drift, and signals seriousness, helping ensure momentum is not lost
- **Robustness** – strengthening the systems, processes, and norms that allow change to continue functioning and improving even when priorities shift or leadership changes. This makes transformation more durable, reduces dependence on individuals, and helps ensure that benefits persist well beyond implementation



Together, these pillars position VECTOR as a practical framework for leading change in a way that is both human-centered and operationally effective. By combining clear direction, active employee involvement, transparent communication, targeted skill building, visible leadership sponsorship, and durable supporting systems, VECTOR is intended to help Amdocs guide transformation in a way that is resilient, scalable, and sustainable over time.

Managing @ Amdocs Academy – The Agentic Era

In FY2025, we worked to evolve our flagship manager development program with the launch of **Managing @ Amdocs: The Agentic Era**, designed to equip leaders with the skills and mindset needed to successfully navigate AI-enabled transformation. More than 600 managers participated in a comprehensive learning journey focused on human-centric leadership, change management, and the integration of AI into day-to-day management practices. The program combined interactive workshops, practical AI learning modules, peer-to-peer collaboration, and asynchronous learning resources to help managers lead with confidence, foster team resilience, and orchestrate effective human-AI collaboration. Through expert-led sessions and hands-on application, participants strengthened their ability to translate strategy into action, support employee growth and well-being, and drive innovation in a rapidly evolving business environment.

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.

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) skills, talents, and achievements. It also enables Amdocs to have comprehensive talent visibility, assisting in the identification of high performers, as well as employees who may benefit from focused development plans.

This process is linked with our total rewards strategy, enabling a pay-for-performance methodology.

Over the past year, we have made changes in PMP to enhance its efficiency:

- Improving how we identify our various talent segments
- Better aligning employees' day-to-day activities and skills with Amdocs' strategic priorities
- Integrating skill assessments to support employee development and future readiness

The performance review cycle begins with each employee preparing a self-evaluation, focused on setting and/or assessing progress toward annual goals, along with evaluating company-strategic and role-specific skills. These insights serve as the foundation for personal upskilling plans. Managers review the self-evaluations, provide structured feedback, and engage in a dialogue with their employees to finalize the reviews.

Our most recent Performance Management Process shows measurable improvements compared to previous years, including:

- Employees demonstrated increased engagement in self-assessment and setting personal goals
- A notable 60% of personal goals were systematically measured in FY2025
- High performers were distinctly recognized, comprising 15% of the workforce
- More than 90% of FY2024 high performers were retained through FY2025

In addition to our annual discussions, we have a scheduled “check-in” touchpoint once a year between managers and their team members. These conversations augment the annual Performance Management Process. The goal of “check-in” is to realign objectives, assess skills, discuss upskilling plans, and provide ongoing feedback and support.

Beyond the two formal processes during the year, feedback and development conversations are encouraged year-round, promoting a culture of excellence and growth.

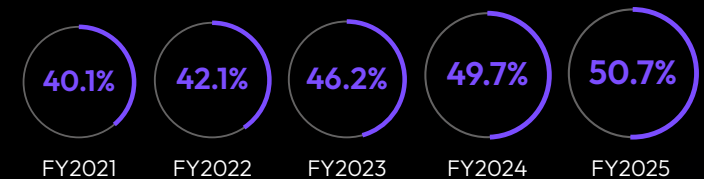
2.3.8. Internal mobility & career development

Harmony Program & Career Hub

Harmony serves as Amdocs’ flagship program for skills-based career transformation, with our Career Hub functioning as its central AI-powered platform. Introduced in April 2023, Harmony brings together internal mobility, skills visibility, employee development, and workforce planning into one connected ecosystem, supported by Eightfold’s Talent Intelligence Suite.

During the initial phase of Harmony, Amdocs launched Career Hub, an AI-based platform designed to connect employees to opportunities across the organization based on their skills, aspirations, and potential fit. This significantly strengthened internal mobility by improving the visibility of open roles and enabling more intelligent matching between employees and opportunities. As a result, internal job placements increased from 49.7% in FY2024 to 50.7% in FY2025.

**Percentage
of our positions
filled internally**



By creating a profile in Career Hub, employees can build a clearer picture of their skills and career interests, while the platform recommends relevant roles, projects, learning experiences, and development opportunities. This has helped shift the experience away from traditional job searches based only on titles and lengthy job descriptions, toward a more personalized and skills-based approach.

As part of the rollout, Amdocs also improved elements of the internal mobility process itself, giving employees better visibility into where they are in the process, when they can expect updates, and what is required to move from one role to another.

Transparency around open positions continues to be provided through our Career Hub. Employees can apply directly through our Career Hub, where applications are tracked and shared with relevant hiring teams.



Career Hub

Amdocs continues to expand its vision for Career Hub as a dynamic, self-service destination for career development. Integrated into our broader talent and performance processes, the platform helps employees better understand their current skills, identify adjacent growth opportunities, and take more ownership of their development.

Career Hub uses AI to provide more personalized career guidance. Employees receive recommendations for internal roles, projects, learning journeys, and development actions aligned to their skills and career ambitions. Over time, this creates a more current and comprehensive view of workforce capabilities, helping Amdocs strengthen both employee growth and organizational agility.

Key capabilities available through Career Hub include:

- **AI-powered skill matching:** Career Hub identifies relevant and adjacent skills, helping employees explore a broader range of internal career opportunities
- **Career pathing:** The platform supports employees in visualizing possible next steps, including lateral, cross-functional, and non-traditional career moves
- **Integrated learning and development:** Employees are connected to tailored learning resources and development plans that help close skill gaps and support progression
- **Manager insights:** Managers can access richer visibility into skill growth and development trends across their teams, supporting better career conversations and planning
- **Improved user experience:** Career Hub continues to evolve as an intuitive and accessible platform, available across digital channels to support employees wherever they are

- **Transparent internal mobility process:** Employees are able to track the progress of internal applications and access clearer information on timelines and next steps

Throughout FY2025, Amdocs expanded Harmony and Career Hub beyond internal mobility into a broader skills-powered talent ecosystem. Several important enhancements were introduced to strengthen the quality, accuracy, and practical use of skills data across the organization.

These enhancements included:

- **Learning marketplace and career goals:** Learning opportunities became more closely aligned to employees' aspirations, with AI helping recommend relevant development actions
- **Career Navigator:** Employees gained richer support in exploring roles, projects, and development pathways that align with their interests and potential
- **Development planning:** The platform further strengthened personalized development planning, helping employees move from preparing for future roles to building the capabilities needed to perform and grow in them
- **Integration with performance and development processes:** Skills and development discussions became more closely connected to broader people processes, helping establish clearer development baselines



During FY2025, Amdocs also made significant progress in strengthening the skills foundation behind Harmony. This included improving visibility into Leadership strategic skills, GenAI-related skills, introducing AI-supported employee development plans, enhancing the ability to infer skills and skill proficiency from employee profile data, and building a more unified view of skills across the workforce. These capabilities reduce reliance on manual updates alone and help create a more accurate, scalable understanding of workforce skills.

In parallel, Amdocs advanced new resource management capabilities that make skills data more actionable. Improved search and matching capabilities now help identify talent more effectively, including employees who may not be an exact match on paper but have adjacent skills and strong potential to succeed. This supports better deployment decisions, improves talent visibility, and helps the organization make fuller use of existing internal capability.

Policy for internal mobility

We have continued to update our career progression policies to support faster and more dynamic career development. Employees can apply for new positions after one year instead of two, helping accelerate internal movement and career growth.

These changes are intended to create a more supportive and transparent employee experience, while helping Amdocs make better use of internal talent through a more skills-based approach.

Looking ahead

Looking ahead, Amdocs is focused on further strengthening the connection between skills, workforce planning, hiring, development, and deployment. In the near term, we expect to place greater emphasis on building a more connected skills ecosystem, improving analytics and automation, and using skills-based hiring as a stronger entry point into a skills-powered organization.

We also expect technology and analytics to play a larger role in connecting data and insights across talent processes, helping ensure that skills information is not only visible, but actionable.

Through Harmony and Career Hub, Amdocs continues to empower employees to take greater ownership of their career development while helping the company build a more agile, transparent, and skills-powered organization.

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 healthy 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

In 2024, we updated our EHS Policy to more closely align with Amdocs' broader ESG strategy. As part of this update, oversight of EHS-related risks and initiatives are now formally integrated into Amdocs' ESG governance framework, with accountability embedded at the Board level. Additionally, the updated policy expands its scope to explicitly include our external business partners, such as suppliers and contractors, reflecting a holistic approach to health, safety, and environmental responsibility across our entire value chain.

Our global EHS management system, certified 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. To maximize performance, we conduct:

- Performance self-assessments
- Hazard identification and risk assessments
- 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

The EHS management system fully covers facilities that are operated by Amdocs. These sites are operated by Amdocs, certified under ISO 45001, and supported by local EHS coordinators in alignment with the Company's global EHS framework. In FY2025, these sites represented approximately 80% of Amdocs operational locations and 99% of employees across business operations. Accordingly, the health and safety KPIs presented in this report reflect data from sites included within this EHS management system scope.

Amdocs also maintains a presence in smaller or distributed work environments, including full-service offices (FSOs), customer sites, and remote (work-from-home) arrangements. While employees in these settings are supported through global policies, guidance, and awareness programs, they are excluded from the reported KPIs unless otherwise specified.

The management system also defines clear roles, responsibilities, escalation mechanisms, and reporting lines to ensure effective oversight of occupational health and safety performance at both global and site levels.

Indicators	Unit	FY2022 actual	FY2023 actual	FY2024 actual	FY2025 actual	FY2025 goals
SIF (Serious Incident or Fatality)	#	0	0	0	0	0
DART Rate ¹	Rate	0.021	0.044	0.01	0.026	Max 0.02
Severity Rate ²	Rate	3	27	31	20	Max 10

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.

2. Total number of lost days / total number of recordable incidents



In FY2025, Amdocs set ambitious health and safety targets, including zero Serious Incidents or Fatalities (SIF), a maximum DART (Days Away, Restricted, or Transferred) rate of 0.020, and a maximum Severity Rate of 10.

We are pleased to report zero SIF events during the year. Our DART rate was 0.026, slightly above the target, while the Severity Rate reached 20, exceeding our defined threshold.

While these results did not fully meet our targets, they reflect, in part, increased reporting maturity and broader engagement across regions and sites. In FY2025, we continued strengthening our reporting practices, resulting in more comprehensive capture and visibility of incidents across our operations.

All reported work related injuries, occupational ill health cases, near miss events, and incidents are investigated in accordance with defined procedures under the global EHS management system. Investigations include root cause analysis and are used to define corrective and preventive actions, enhance safety guidelines, strengthen site level risk controls, and inform targeted training and awareness activities. Lessons learned are shared across sites to support continuous improvement and help prevent recurrence.

We remain committed to further strengthening our safety performance, while continuing to refine our target-setting approach to ensure it reflects both historical trends and ongoing improvements in reporting and operational oversight.

2.4.1. Our health and safety goals for FY2026

Building on insights from FY2025, Amdocs has refined its health and safety targets to further strengthen prevention, reporting consistency, and proactive risk management across its operations. Amdocs has set the following targets for FY2026:

1. Achieve zero SIF (Serious Incident / Fatality)
2. Achieve zero SIF Potential events (near-miss incidents involving Amdocs employees or contractors at Amdocs premises)
3. Maintain low levels of work-related incidents:
 - Lost Days Due to Work-Related Accidents – maximum 0.020 DART rate
 - First-aid incidents – maximum 15

In parallel, Amdocs continues to advance a range of qualitative health and safety targets. In FY2026, the Company will focus on strengthening ergonomic support programs by maintaining consistent levels of employee engagement in ergonomic interventions and promoting

ergonomic consultation days. Efforts will also include training all EHS Coordinators on standardized health and safety KPI reporting, while further expanding health and safety capabilities by encouraging professional training.

Additionally, from FY2026 onwards, Amdocs will continue to strengthen its Occupational Health and Safety (OHS) programs through the following actions:

- Continuously expand health, safety, and medical support to all Amdocs employees
- Partner with suppliers and contractors to improve safety performance by providing training, guidelines, and collaborating on action plans to reduce OHS risks
- Enhance event safety by implementing a standardized global protocol, defining permitted activities and required health and safety precautions for both employees and external vendors. This approach is supported by established partnerships with specialized vendors in key regions, including Israel, India, and the United States
- Develop and roll out an internal “Recurring Tasks” system across all sites covered by the global EHS management system. This system is designed to support tracking, completion, review, and documentation of core EHS activities and inspections, strengthening consistency, accountability, and oversight across operations

2.4.2. Ergonomics

As a predominantly office-based organization, most Amdocs employees work extensively in front of computers. This makes ergonomics a key component of our approach to employee health, safety, and overall well-being.

Amdocs takes a proactive approach to ergonomic risk prevention by providing high-quality equipment across its sites, including ergonomic chairs, monitors, and accessories such as mouse pads designed to support proper posture and reduce strain. In many locations, height-adjustable standing desks are provided as a standard workstation feature, enabling employees to alternate between sitting and standing throughout the workday.

Alongside equipment, we recognize the importance of awareness and knowledge of ergonomic principles. Since FY2023, Amdocs has been advancing ergonomic e-learning programs and simplifying access to support, allowing employees worldwide to easily request ergonomic adjustments and equipment tailored to their individual needs.

In addition, employees are offered individual consultations with ergonomic specialists, providing personalized guidance to help reduce the risk of repetitive strain injuries and improve day-to-day workstation comfort. Building on these efforts, Amdocs continues to promote ergonomic consultation days and maintain consistent levels of employee engagement in ergonomic interventions, as part of its ongoing commitment to strengthening workplace well-being.

2.4.3. Emergency preparedness and response

Amdocs' emergency preparedness framework is centrally governed within its global Environment, Health and Safety (EHS) structure. In FY2024, Amdocs appointed a Global EHS & Emergency Manager, directly responding to Global EHS and Security Director, to centralize emergency preparedness and response across all sites. This role was designed to strengthen global coordination, ensure consistent protocols, and support informed decision-making during emergency situations. In FY2025, governance and execution were further reinforced through the appointment of a Global Emergency Coordinator, responsible for supporting implementation, follow-up, and oversight of emergency preparedness practices across all sites operating under the global EHS management system.

Building on this organizational foundation, Amdocs established a centralized Emergency Center to oversee and support emergency response planning and execution globally. The Emergency Center serves as a focal point for both EHS- and security-related incidents and coordinates response activities across regions. To enhance real-time communication during critical events, Amdocs developed a proprietary emergency notification application that enables location-specific alerts to employees. In parallel, employees have access to 24/7 assistance through the Amdocs Emergency Service Center.

Looking ahead, Amdocs initiated a comprehensive evaluation of site-specific emergency scenarios across its global footprint during FY2025–FY2026. This forward-looking assessment expands traditional emergency risk reviews to include a wider range of scenarios, including short and long-term climate-related risks. Conducted in coordination with the Business Continuity Management (BCM) team, the evaluation is intended to inform tailored emergency procedures, required equipment, and targeted training programs, particularly for sites with medium to high-risk exposure.

In parallel, operational control and preparedness are supported through standardized emergency procedures and ongoing monitoring and execution at the site level. For FY2025 and FY2026 we are working on enhanced oversight focused on emergency drills, maintenance of emergency equipment, and employee training programs, including first aiders, fire wardens, and site-level drills, with centralized visibility and follow up to ensure consistency and effectiveness across locations.

Together, these efforts reflect Amdocs' continued evolution from a compliance-based approach toward a centralized, risk-informed, and forward-looking emergency preparedness framework, aimed at strengthening organizational resilience and protecting employee safety across all locations.

2.4.4. Road safety

To help keep our employees safe on the road, we run a road safety project currently available in Israel and India. This initiative includes road safety lectures, cautious driver contests, educational materials, and practical driving guidance to encourage safer driving practices across our workforce.

In Israel, we have implemented additional road safety measures. Since 2012, we have conducted monthly practical driving training sessions focused on improving driver behavior and reducing distractions, and virtual training sessions for new drivers and employees' children, in order to clarify guidelines and concepts and provide tools for dealing with various situations on the road.

Since 2025, we expanded the program to include a new e-learning module on safe driving. This virtual training is mandatory for all employees who drive company vehicles and is available to all employees, so they can benefit from this potentially lifesaving safety knowledge.

Since 2024, Amdocs has been ISO 39001 Road Traffic Safety certified.



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.

*Beneficiary and participation figures are based on records provided by the program's teams and implementation partners. Depending on the initiative, figures may represent unique individuals, participations, estimated reach, or expected beneficiaries; such categories are not aggregated unless calculated on a consistent basis.

2.5. Our CSR model

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 objective of our CSR initiatives is to create meaningful impact and empower the communities we serve. By thoroughly assessing the needs of our beneficiaries*, we strive to optimize the positive results of our efforts. Our CSR strategy primarily centers on programs and initiatives that advance digital inclusion, all while maintaining a strong commitment to supporting our communities.

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

Amdocs CSR strategy generates a significant impact through four primary vehicles: volunteer activities, technology development for social matters, customer partnerships, and resource investment.

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

Our **volunteer teams** 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.

Our commitment to Corporate Social Responsibility 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.



Unified effect on CSR, Inclusion, and Well-being

Amdocs' CSR initiatives are thoughtfully designed to weave together the principles of inclusion with a holistic focus on employee well-being. By ensuring that projects address the needs of all of our employees, we strive to create an environment where every voice is valued and every perspective counts.

As a standout example of this integration approach is the TeamUp4Good program, designed as a team-based volunteering offering for core teams. It brings teams together across regions to engage in shared volunteering experiences that drive social impact. By operating through existing teams, the program strengthens CSR outcomes while fostering inclusion through collaboration, shared ownership, and diverse team participation. At the same time, it supports employee well-being by enhancing connection, purpose, and engagement within the team, extending beyond day-to-day work interactions. For more see [2.2.1.1 Amdocs Global Well-being Programs](#).

2.6. Corporate citizenship and community engagement projects

At Amdocs, we prioritize community engagement by encouraging employee participation in activities organized worldwide by our local ESG and CSR champions in collaboration with the regional CSR teams.

Among our numerous CSR initiatives and programs, our focus pillars are digital inclusion, community support, and environmental stewardship. While these pillars have a global scope, our regional and local teams adapt each initiative to fit their unique community needs.

The following sections, outline selected programs and initiatives implemented by our teams.



2.7. Digital inclusion CSR initiatives

2.7.1.1. Accessibility & connectivity

Accessibility and connectivity are essential pillars of Amdocs' digital inclusion efforts because they ensure that everyone, regardless of background or ability, can participate fully in the digital world. By removing barriers to access and enabling reliable digital connection, we help create equitable opportunities for learning, communication, and economic participation. Amdocs work all year long around this. Here are some of the programs:

Amdocs Tech Labs: Building Sustainable Digital Access Global

Amdocs Tech Labs is a global digital inclusion program to strengthen long-term, strategic partnerships that expand digital accessibility and connectivity in underserved communities. Designed to create scalable and lasting impact, the program works through our CSR teams, who identify targeted opportunities and collaborate with local NGOs and partners to establish Tech Labs tailored to community needs. These spaces provide reliable access to technology, foster digital skills, and support meaningful engagement between beneficiaries and Amdocs volunteers.

Since the inception of this initiative, our teams have established 15 Tech Labs in eight countries, benefiting more than **6,000 individuals**. By providing reliable access to technology, digital learning environments, and community-based programming, these labs help bridge the digital divide and expand opportunities for digital participation, regardless of background, geography, or ability.

The Tech Labs reached diverse populations, including residential care children (Mexico), public school students (Philippines, Thailand, USA), individuals in addiction recovery programs (USA), unemployed youth (South Africa), families and seniors (USA), and adults with mental disabilities (Cyprus).

Examples of such Tech Labs, but are not limited to, are:

- In Thailand in collaboration with Rajvithi Home for Girls, this Amdocs Tech lab focuses on empowering young girls' minds through technology. Amdocs donated computers and expanded internet access with Wi-Fi installations across key areas. As part of the ongoing collaboration, volunteers ran basic computer and AI workshops to spark curiosity and build digital confidence among students. Following these activities, the Amdocs team provided school supplies, daily essentials, and gift sets, fostering smiles and connection with the over 300 beneficiaries





- In Philippines we developed a lab which supports over 570 students and 18 teachers at Daniel Sapaden & Loyal Elementary School, an NGO serving Indigenous tribal and local communities. Through this case, Amdocs strengthened the school's digital learning infrastructure by deploying technology assets and mobilizing 30 employee volunteers across two phases, contributing a total of 360 volunteering hours through structured, recurring engagement. The school's Tech Lab operates three times per week, offering three-hour learning sessions that build foundational digital skills for both students and teachers, expanding educational access and helping bridge the digital divide within the community
- In South Africa, Amdocs expanded its digital inclusion efforts by establishing a Tech Lab for elders, supported by employee volunteers who helped set up and facilitate the lab, along with eight additional volunteers who delivered an AI learning session. The new Tech Lab is expected to serve 150–200 children and adults, providing a shared space where community members of all ages can develop essential digital skills, gain exposure to new technologies, and participate in learning opportunities that foster inclusion, confidence, and long-term digital empowerment

Around the world our employees have shared AI training with teachers, volunteers, and people in the organizations, aiming to create a ripple effect of impact to reach many more beneficiaries

Equipment Donations

Global

At Amdocs, we regard accessibility as a key objective. In pursuit of this goal, we focus on equipment donations. During FY2025, we donated 2,571 laptops and various essential electronic devices and equipment. These contributions have supported schools, non-profit organizations, and individuals, enabling them to utilize technology more effectively.

2.7.1.2. Digital Literacy

Robotics Initiatives

Global

Following previous years' programs and efforts on this domain, during FY2025 we implemented initiatives in relation with robotics, having projects in Mexico, Dallas, Atlanta, Ontario, Cyprus, Israel, Philippines, and Brazil. The project's outcomes are supported by collaboration with local non-profit organizations and the implementation of established approaches such as the Lego Education Programs, which involve children in hands-on STEAM learning through robotics, in partnership with First Robotics

communities internationally. With support from Amdocs, children from different backgrounds participated in robotics education, with efforts to promote inclusion in this domain.

Additionally, events were hosted at company offices where students are involved in robotics projects, alongside employees' children.





Introducing AI in communities

Global

Back in 2024, Amdocs launched the “Yes, We GEN Toolkit” as part of a global effort to introduce AI concepts to children, seniors, and individuals in underprivileged circumstances worldwide. Ever since, the toolkit has been used in several countries, and through partnerships with NGOs and schools, it reached over ~2,400 beneficiaries, increasing its geographic scope and audience.

In 2025, Amdocs created a second version of the AI Toolkit “Prompt your future” to keep motivating the adoption of AI in our communities. In the dynamic world of GenAI, women and girls are essential architects of change. Engaging with GenAI tools empower them to shape their development, ensure responsiveness to their distinct perspectives, and foster better outcomes. As part of this project in March 2026 Amdocs introduced the Conecta 360 providing materials for entrepreneurs and small business owners to learn to use AI to upgrade their business.

Amdocs Technovation Week

Brazil

The 5th edition of Amdocs TechInnovation once again brought together university students from across Brazil to explore cutting-edge technology and innovation. Over the course of four dynamic sessions, 100+ participants dove into topics ranging from the fundamentals of AI and Perceptron theory to building hybrid apps with zero-code tools, and even creating intelligent assistants using AI agents.



Teaching Coding and programming – “I can program”

Mexico

Through this initiative, a program developed by Junior Achievement and Amdocs, participants learned to program and basic Tech tools, while also strengthening key digital and socio emotional skills essential for their academic and professional development. More than 50 schools took part in the initiative, with 521 participants successfully completing the program.



Python Classes

India

As part of our efforts to close the digital divide, the Python Classes initiative provided students with valuable foundational coding skills and hands-on learning opportunities. A team of 15 volunteers led weekly sessions, with 53 students enrolling and showing strong interest throughout the program. Over 20 sessions conducted across five months, students completed 12+ quizzes and 3 assessments to track their progress

and reinforce learning. As a result, 45+ students successfully gained foundational Python knowledge and coding skills, and many were able to work on Python projects independently or in teams. Beyond technical ability, the program also sparked growing curiosity among students to explore additional technologies and programming languages, strengthening their confidence and digital readiness.

Cyber Education – Expanding Access to Elite Technology Pathways

Israel

In Israel, we supported advanced coding and cybersecurity programs for high-potential youth from underrepresented regions, helping expand access to technology education and future career opportunities. Our employees contributed as mentors, supported learning activities, and led hackathons, including the MUCH Hackathon for third-year Magshimim participants, where students presented innovative cybersecurity solutions to industry professionals and Amdocs leaders. We also supported a dedicated program encouraging girls to explore technology before choosing their academic paths.

2.7.1.3. Future employability

Graduates Bootcamp / Hackathon on Digital Skills

Cyprus

In November 2025, Amdocs Cyprus supported European University of Nicosia on two initiatives promoting digital skills and future employability. Amdocs volunteers delivered technical sessions and engaged with approximately 500–600 students, offering practical exposure to AI and digital tools used in the workplace during the annual Graduates Bootcamp. Later in the year, Amdocs volunteers served as judges and mentors at the Digital Skills for Teenagers Hackathon, guiding students as they developed practical solutions to make the digital world more inclusive and accessible engaging around 150 students.



Advancing Digital Skills and Career Pathways

Brazil

Amdocs continued its partnership with Cruzando Histórias for the second year to expand opportunities for Black women in Brazil through the Impulsione Pretas initiative. Designed as a transformative learning experience, the program provided participants with both digital and professional skill building, combining emotional resilience training with targeted employability development. The initiative integrated technology-focused sessions alongside modules on AI for employability, self esteem, professional image, and personal branding. Participants also engaged in narrative building activities and interview simulations with HR specialists, strengthening their confidence and readiness for future career opportunities. A total of 261 women registered, underscoring the program's growing role in advancing digital inclusion and creating meaningful pathways toward long-term employability and empowerment.

2.7.1.4. Sustainability through technologies

A. Tech for Good Program

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 Tech4Good 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.

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 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.

Case study

NP in a Box

Israel

As part of our Tech4Good portfolio, the NP in a Box initiative delivered meaningful digital support to nonprofits by providing an advanced, workflow-driven solution designed to strengthen fundraising, volunteer engagement, and program management. Through a contribution of 100 volunteer hours, the team prepared comprehensive user guides and training materials for Ziv Ne'urim, ensuring the organization could effectively adopt the platform. Volunteers also held multiple meetings – including in person working sessions – to identify the nonprofit's operational needs and tailor the support accordingly. In addition, the team participated in onboarding discussions with potential partner organizations, helping them understand the platform's capabilities and ensuring a smooth transition into the system.



2.8. Promoting inclusion in STEAM

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

CSR activities:

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

Technovation

Mexico

Technovation is an annual competition focused on empowering girls in technology, where students from various schools learn to develop tech-based solutions for social problems and turn them into social business models. Amdocs has partnered with the Mexico chapter of this global initiative for six years, mentoring and supporting innovation and entrepreneurship among 700 participants.

NTech Project

Israel

The NTech program was launched with the aim of promoting digital education in peripheral regions, where the letter “N” represents both the Negev and Nazareth. In Nazareth, the program creates a continuous educational pathway from elementary school through middle school, in partnership with the “A Computer for Every Child” organization and the Moona association, both working to advance digital learning. In 2025, the program operated in nine schools and offered an innovative learning portal, training for students and teachers, personalized mentoring, enrichment workshops, and showcase days for presenting student projects. In the current academic year, the initiative has expanded to approximately twelve schools and is now reaching more than 8,000 students across the city of Nazareth.

Corporate Employability Program (CEP) 2025

India

In collaboration with the Lila Poonawalla Foundation (LPF), Amdocs India CSR conducted three batches of the Corporate Employability Program. Expert trainers from various business units mentored 250+ engineering girls in each batch. The program focused on building in-demand technical skills such as Artificial Intelligence, Machine Learning, and DevOps. It also covered essential soft skills, including resume writing, professional communication, and interview preparation through mock interviews and group discussions.

Soaring Higher – the Cyber Education Center

Israel

Through active engagement with approximately 60 female students, Amdocs women employees introduced the participants to the world of high-tech. The sessions were designed to inspire and empower the girls to consider pursuing STEM studies in high school and, ultimately, careers in technology, while providing them with valuable insights, knowledge, and practical tools for future success.

The program sessions focused on developing practical skills that participants can apply in real-world settings, helping them envision achievable future opportunities and build confidence in their ability to pursue them.

2.9. United in Action

Volunteering for Community Impact

Joy of Giving

India

The annual Joy of Giving campaign in India continued to embody the spirit of generosity and community engagement, bringing CSR volunteers together each October to create meaningful social impact alongside the invaluable support of their families.

The Joy of Giving 2025 campaign further strengthened its position as one of Amdocs' flagship community initiatives, reinforcing its alignment with the global Acts of Amazing umbrella. The campaign experienced a significant rise in participation, growing by ~57% from previous year and engaging 6,762 employees across India, who contributed to causes selected by employees themselves, including education, sustainability, women's empowerment, and vocational skilling. A total of 30 events were hosted across Pune and Gurugram, reflecting the initiative's scale and diversity, while funds raised increased by 88.5%, reaching INR 22,40,923 (including NGO contributions), enabling deeper support for partner organizations and amplifying long-term community impact.





Blossom Marathon – Promoting Teamwork, and Community Engagement

India

The Blossom Marathon continued to strengthen Amdocs' commitment to community well-being and education by bringing together employees across Pune and Gurugram for a high energy, purpose driven event.

We saw 3,378 registrations from both of our sites and over 1,800 on ground participants, underscoring the enthusiasm and collective spirit behind the initiative. As part of its broader impact, the marathon supported students from partner NGO schools through the donation of 2,040 pairs of shoes across nine schools in both cities (image data). Additional giving back efforts further expanded the initiative's reach, providing 1,700+ stainless steel tiffin boxes and water bottles to students in Pune, ensuring that children received essential resources that promote confidence, health, and continued engagement in school.

Week of Giving

APAC

Highlighted the region's holiday season as a time of meaningful generosity and community impact, bringing employees together across the Philippines, Indonesia, and Thailand through five volunteer driven activities centered on child welfare, digital inclusion, livelihood support, environmental conservation, and essential aid. Key contributions included preparing gift boxes for orphaned children, distributing food and hygiene kits to adults in care, planting Narra trees, and donating laptops, chairs, solar panels, water filters, and Christmas baskets to Indigenous communities, street connected children, and mentally displaced adults, demonstrating Amdocs' commitment to driving meaningful, community-centered impact across APAC.

2.9.1. 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 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.

2.9.2. 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 FY2025, Amdocs' corporate citizenship and charitable donations totaled \$1,006,812 and we extended our support by donating over 2,571 laptops, IT equipment and furniture to individuals in need.

2.9.3. Natural and disaster relief contributions

Donation Drive Campaigns

In 2025, Amdocs activated multiple disaster-relief donation drives around the world, demonstrating its deep commitment to community resilience. The company organized targeted campaigns supporting victims of the St. Louis floods and tornadoes, the Texas Hill Country flash floods, and the devastating LAX area fires, matching employee contributions to maximize impact.

Amdocs also led significant international relief efforts, including a major matched-fund campaign for Jamaica after Hurricane Melissa, donation drives for storm-impacted communities in the Philippines, and rapid response contributions following the Myanmar earthquake and flooding in Malaysia and Thailand.

These initiatives reflect Amdocs' global solidarity, swift mobilization during crises, and its consistent dedication to supporting vulnerable communities through both financial and hands-on relief efforts.

Conflict in Israel

Over the past three years of conflict in Israel, Amdocs remained committed to supporting its employees and the communities affected by the crisis. The company responded rapidly by providing emergency accommodation and critical assistance to impacted families, establishing dedicated support channels, and equipping managers with the guidance and training needed to address the evolving needs of employees during this challenging period.

In parallel, Amdocs mobilized a broad range of community support initiatives, including volunteer activities, donations of technology and essential supplies, and programs focused on mental health and social well-being. The company also helped strengthen local economic resilience by supporting farmers and suppliers operating in affected areas. Together, these efforts reflect Amdocs' comprehensive approach to corporate responsibility and community support during times of crisis.

Through Amdocs' direct contributions, together with donations made by its employees, nearly 7,500 families have benefited from these support efforts throughout the conflict.

3. Our environment

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

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.

Starting December 2024, the EHS and the Climate Strategy & Sustainability (CSS) domains have split to have their own dedicated leadership. This strategic change is allowing Amdocs to better align with our global objectives and strengthen its position as a responsible and forward-thinking organization committed to making a meaningful impact on environmental, health, safety and sustainability aspects.

Our Global 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 to 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 certification encompasses around 80% 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 Amdocs' Global EHS and Security Director and include the following environmental areas of strategic focus:

- 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)
- Emergency preparedness and response
- Key performance indicators collection, monitoring and reporting
- Global and local projects to improve our environmental performance
- Internal audits, training, and awareness programs
- Continuous improvements of our environmental performance

Amdocs management is committed to maintaining an effective EHS management system across its global operations that complies with ISO14001 and ISO45001 requirements. It therefore allocates the required resources (budget, human resources, and technology) for central management operations and site activities required to implement the company's EHS policy.

Our Global EHS organizational structure includes Regional and Local EHS Coordinators at all of Amdocs' main operational sites, with detailed EHS roles and responsibilities.

Our CSS objectives and strategies are led by Amdocs' Global CSS Director and focus on:

- CSR-ESG reports
- Renewable energy & Climate Targets to reduce environmental impacts
- International Compliance (CSRD, etc.)
- Supply Chain Management and Programs
- Product Sustainability
- Other environmental issues such as Biodiversity, Water, and Plastics
- Employee & Community Impact through our Green Teams



3.1.1. EHS policy

Amdocs EHS and CSS are part of our global ESG governance structure, led by our Board of Directors, which oversees ESG matters through its committees. Our CEO and Executive team have ownership of the overall Amdocs ESG strategy.

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, provide 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 applies to the company's entire operations and employees, as well as to contractors and other business partners under the company's supervision. The policy is approved and overseen by executive management and the Board of Directors through Amdocs' ESG governance structure. Accountability for implementing the policy rests with the General Manager of Global Operations, who formally signs the policy on behalf of the company.

The EHS policy includes the following environmental commitments:

- **Conserve Natural Resources:** Reduce the use of energy, consumables and water
- **Minimize Pollution and Climate Impacts:** Reduce greenhouse gases (GHG) emissions and landfill waste. Amdocs aims to become carbon neutral in its business operations (Scope 1 and 2 GHG emissions) by 2040
- **Innovate:** Develop products and solutions with reduced environmental impact
- **Goals and Governance:** Define goals, set priorities and action plans, measure progress, and report periodically to management
- **Safe Workplace:** Provide a safe and healthy workplace to prevent accidents and work-related illnesses by implementing controls to mitigate hazards to acceptable risk levels
- **Increase Awareness:** Raise awareness among our people about safety, occupational health, environmental and biodiversity issues
- **Emergency Preparedness:** Prepare and respond to emergencies to protect our people and property
- **Compliance:** Meet or exceed industry standards, national laws and regulations
- **Continuous Improvement:** Strive to continuously improve our global EHS management system and performance
- **Audits and Assessments:** Conduct audits and self-assessments of Amdocs' compliance with this policy
- **Employee Engagement:** Promote employee engagement and consultation to improve our overall EHS performance
- **Partner Engagement:** Engage and consult with our main business partners to promote social and environmental responsibility

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 Campaign training, spearheaded by our global Corporate Social Responsibility team. In FY2025, 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. In the past year, we also expanded the module to include water conservation and responsible water management. 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

In addition to the above, all new Amdocs employees receive an onboarding kit that includes information on Amdocs Environmental Management Systems and ongoing activities, as well as directions for reaching the local, Regional, and Global EHS teams and Green Teams at the employee's worksite.

Moreover, EHS awareness, competence, and training programs are required for all Amdocs sites within the scope of the Global EHS management system. Our local EHS Coordinators receive quarterly training to enhance their knowledge of EHS-related issues, coordinate the on-site implementation of the EHS Management System, and report to Global EHS.



3.2. Climate management



3.2.1. Our climate-related commitments

Amdocs remains committed to continuously improving its environmental performance and advancing the transition to a low-carbon economy. As part of this commitment, we have established the following long-term targets, compared with the FY2019 base year:

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

In previous years, Amdocs established and achieved science-based near term targets endorsed by the Science-Based Targets initiative (SBTi), aligned with the Paris Agreement and a 1.5°C pathway for Scope 1 and 2 emissions. Building on this progress, we continue to advance our climate strategy and remain on track toward our targets.

These efforts include increasing renewable electricity procurement, improving energy efficiency across offices and data centers, optimizing operational processes, and supporting lower-emission transportation solutions.

As of FY2025, Amdocs achieved an absolute reduction of approximately 69% in Scope 1 and Scope 2 market-based GHG emissions relative to the FY2019 baseline. In parallel, renewable electricity accounted for 81.6% of the company's total global electricity consumption in FY2025, demonstrating continued progress toward our renewable energy target.

Alongside these achievements, we continue to expand and strengthen the assessment and management of Scope 3 emissions across our value chain by improving emissions quantification methodologies and expanding reporting coverage into additional categories.

Although Amdocs does not currently maintain a formal climate transition plan or Scope 3 emissions reduction targets, the company continues to develop its long-term climate strategy and to evaluate additional medium- and long-term decarbonization opportunities across its operations and value chain.

The following chapter outlines our key initiatives, actions, and progress across Scope 1, 2, and 3 emissions categories.

3.2.2. Our climate performance

Climate change remains one of the most significant global challenges, and we are committed to managing and reducing greenhouse gas (GHG) emissions across our operations and value chain.

We measure and report our carbon footprint in accordance with the Greenhouse Gas Protocol Corporate Standard, covering Scope 1, Scope 2 and relevant Scope 3 emissions across our global operations. Our GHG inventory is independently verified by a third-party auditor in accordance with ISO 14064-3, providing reasonable assurance regarding the accuracy and completeness of the reported data.

In FY2025, we further strengthened and expanded our climate reporting framework to improve the completeness, accuracy, and transparency of our GHG inventory. For the first time, our reporting boundary included emissions from 100% of employee activities, including those of employees working from home and those based at customer sites outside Amdocs-operated facilities. During the year, we also enhanced the accounting for upstream fuel- and energy-related emissions, refined waste estimation methodologies, and improved the categorization and tracking of several Scope 3 activities, further aligning our reporting with evolving best practices under the GHG Protocol.

GHG emissions	Scope 1 tCO ₂ e	Scope 2* tCO ₂ e	Scope 3 tCO ₂ e	All Scopes* tCO ₂ e	All scopes per Revenue* tCO ₂ e/Million USD
FY2019**	1,928.61	54,995.75	100,004.16	156,928.52	38.40
...					
FY2022	1,327.42	25,057.39	41,440.59	67,825.40	14.82
FY2023	1,141.70	24,555.68	52,029.88	77,727.26	15.90
FY2024	1,455.21	27,558.42	50,193.45	79,207.08	15.83
FY2025	992.86	16,525.77	54,356.35	71,874.98	15.86

In FY2025, our total market-based GHG emissions decreased to 71,875 tCO₂e, representing a 9.3% reduction from FY2024 and approximately 54.2% from our FY2019 base year.

The reduction was primarily driven by lower Scope 2 emissions, resulting from increased use of renewable electricity across our global operations. Scope 3 emissions continued to account for the majority of our carbon footprint, mainly driven by business travel, fuel- and energy-related activities, and employee commuting.

* From FY2021 started dual-reporting of scope 2 emissions, FY2019-FY2020 same emissions location-based and market-based, emissions reported for FY2022 onwards is market-based.

** Amdocs' base year

3.2.2.1. Scope 1 emissions

As shown in the GHG emissions table above, Scope 1 emissions totaled 992.86 tCO₂e in FY2025, representing a reduction of about 32% compared to FY2024 and about 49% compared to our FY2019 base year.

Scope 1 emissions primarily originate from refrigerants used in cooling systems. Over the years, we have also continued to strengthen data collection processes and to obtain more precise information from sites globally, improving the accuracy and completeness of refrigerant emissions reporting. We continue to improve the monitoring and management of refrigerant systems across our facilities through regular maintenance, improved tracking of refrigerant top-ups, and replacement of aging equipment where feasible. These efforts, alongside operational improvements, contributed to the reduction in Scope 1 emissions during FY2025.

In addition, Scope 1 emissions include limited diesel consumption for emergency generators, natural gas consumption at a few operational sites, mainly for heating, and emissions from fire suppression systems. These activities are limited to a small number of facilities globally and represent a relatively small share of our Scope 1 emissions.

3.2.2.2. Scope 2 emissions and Energy management

Purchased electricity remains one of the most significant environmental impacts of our operations, particularly due to the energy needs of our offices and data centers. Improving energy efficiency and increasing renewable electricity consumption are therefore central to our climate strategy.

In FY2025, our market-based Scope 2 emissions decreased to 16,525.77 tCO₂e, representing a reduction of approximately 40% compared to FY2024. This reduction was primarily driven by the continued expansion of renewable electricity procurement across our global operations. At the same time, total electricity consumption decreased by 2.4% year-over-year, despite continued business growth and operational expansion.

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 (%)
FY2019***	106,046.39	95,568.58	103,874.18	10,477.81	10.1%	54,626.04	12.0%
...							
FY2022	95,564.92	48,953.52	86,982.09	46,611.40	53.6%	49,103.43	62.0%
FY2023	94,465.21	39,232.19	93,766.95	55,233.02	58.9%	48,336.68	58.2%
FY2024****	95,486.56	27,520.96	93,371.85	67,965.60	72.8%	48,926.88	68.6%
FY2025	92,138.77	17,755.79	91,154.67	74,382.98	81.6%	46,988.64	85.3%

* Energy consumption for Scope 1 includes diesel consumption from Amdocs emergency generators and natural gas consumption for heating at some Amdocs sites.

** Electricity consumption for scope 2 includes electricity used for Water Cooling (AC systems) from FY2024 onwards – numbers from FY2024 corrected to reflect this addition.

*** Amdocs' base year

**** Corrections from previous year's report



Operational energy efficiency measures

We continually seek opportunities to improve energy efficiency across our facilities and operations, including our offices and data centers. Examples of ongoing initiatives include:

- Optimization of cooling systems and air conditioning operations
- Promoting energy-saving practices such as AC temperature adjustments or light sensors in meeting rooms
- LED lighting upgrades
- Replacement of older infrastructure with more energy-efficient equipment
- Deployment of energy-efficient computers and IT equipment
- Increased use of virtual machines and virtualization technologies

We also encourage employee participation in energy conservation through awareness initiatives that promote responsible energy use, reduced printing, sustainable commuting alternatives (public transportation, bicycles, carpooling), and efficient use of workplace equipment.

Energy surveys, audits, and reports

We conduct energy surveys and audits in accordance with applicable local regulatory requirements, including in Israel, the UK (ESOS), Ireland (EAS), and Cyprus. These assessments help identify energy-efficiency opportunities and support the continuous improvement of our 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 regarding energy consumption. In 2024, energy reports were completed in Cyprus, the UK, and Ireland, and an annual action plan was submitted to the UK government.

Energy usage in data centers

Given that data centers represent a significant source of emissions for Amdocs, energy efficiency remains a critical component of our operational strategy and is embedded in the targets and goals of our data center managers, as well as in our annual incentive programs. We promote energy efficiency through various measures, including:

- Monitoring Power Usage Effectiveness (PUE*) of our data center
- Aligning capacity with service demand to minimize overprovisioning
- Controlling the usage of servers to identify and eliminate unused (“comatose”) servers
- Decommissioning end-of-life hardware, resulting in the removal of hundreds of servers and associated reductions in electricity consumption across the globe
- Maximizing virtualization to enable excess servers to transition into low-power or “deep sleep” states
- Monitoring average CPU utilization and similar metrics to ensure servers operate at optimal efficiency levels while minimizing under- or over-utilization

	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Average PUE	1.63	1.56	1.54	1.59	1.59	1.60

* Power Usage Effectiveness (PUE) is the global industry standard for measuring data center energy efficiency. It is calculated by dividing the Total Facility Energy by the IT Equipment Energy. An ideal score is 1.0, meaning 100% of the power directly runs our computing infrastructure. The closer the score is to 1.0, the more energy-efficient the data center is, minimizing overhead from cooling and power distribution.



In addition, we have introduced innovative cooling technologies at our data centers in areas that experience extremely hot summer weather. We constantly decommission equipment at the end of its life and seek ways to either replace it with energy-efficient equipment or consolidate it with existing equipment. Efficiency projects for data center refrigeration are being implemented at our major operations centers where we have identified potential for extremely hot days, such as our facilities in North America and India.

In FY2025, Amdocs' continued focus on energy efficiency – driven by ongoing infrastructure optimization, equipment lifecycle management, and consolidation efforts – translated into measurable results. The Company achieved a 4% absolute reduction in electricity consumption across its data centers compared to FY2024, primarily driven by the consolidation and closure of selected facilities, alongside sustained efforts to optimize server utilization and eliminate operational inefficiencies.

At the same time, Amdocs significantly increased the share of renewable electricity used in its data center operations, from 68.6% in FY2024 to 85.3% in FY2025 through a variety of renewable energy procurement strategies. This progress reflects targeted initiatives to transition key data center sites to renewable energy sources, supporting the Company's long-term ambition to reach 100% renewable electricity by 2040.

These achievements were achieved despite ongoing business growth and rising demand for data center services. In this context, Amdocs maintained a stable global average Power Usage Effectiveness (PUE*) of 1.60, consistent with FY2024, demonstrating continued operational discipline and the effectiveness of its long-term efficiency strategy.

Renewable energy

Increasing the share of renewable electricity in our operations is a key component of our commitment to achieve carbon neutrality in Scope 1 and Scope 2 emissions and transition toward 100% renewable electricity across our global operations by FY2040.

As presented in the following table, Amdocs procures renewable electricity through a diversified portfolio of instruments, including financial power purchase agreements (PPAs), retail supply contracts with electricity suppliers, and unbundled renewable energy certificates. In addition, where applicable, our renewable electricity totals also include renewable electricity supplied directly through local grid mixes based on residual mix percentages or local renewable electricity generation data.

Since January 2024, we have secured a financial PPA in Israel, paired with Energy Attribute Certificates (EACs), enabling our main site in Israel to run on 100% renewable electricity. In addition, we purchased International Renewable Energy Certificates (IRECs) totaling 30,000 MWh in Israel and India. Our IREC purchases in Israel together with the financial PPA, allow us to maintain 100% renewable electricity coverage across all our operations in Israel.

We also continued expanding renewable electricity sourcing through retail supply contracts with electricity suppliers, a model already implemented at several of our European sites. In India, we initiated a gradual transition toward renewable electricity procurement at our main campus during FY2024. By FY2025, approximately 52% of the site's total electricity consumption was sourced through a renewable retail supply contract combined with EACs.

* Power Usage Effectiveness (PUE) is the global industry standard for measuring data center energy efficiency. It is calculated by dividing the Total Facility Energy by the IT Equipment Energy. An ideal score is 1.0, meaning 100% of the power directly runs our computing infrastructure. The closer the score is to 1.0, the more energy-efficient the data center is, minimizing overhead from cooling and power distribution.



Similarly, at our site in Champaign, Illinois, we continued to purchase renewable electricity through Green-e Energy Certificates, certified by the Center for Resource Solutions, covering approximately 40% of the site’s electricity consumption during FY2025. During the year, we renewed this agreement, including a roadmap to gradually increase the site’s renewable electricity coverage to 70% by FY2027.

Overall, we continued to increase our use of renewable and low-carbon electricity worldwide, raising the global share of renewable electricity consumption based on a range of procurement strategies (including purchase of unbundled renewable energy certificates) to 81.6% in FY2025, up from 72.8% in FY2024 and 19.4% in FY2021.

Looking ahead, we intend to further expand renewable electricity procurement across both major campuses and smaller operational sites as part of our long-term commitment to achieve 100% renewable electricity for our global operations by FY2040 through further implementation of the array of renewable energy procurement strategies described above.

We understand that standards relating to renewable energy procurement and Scope 2 accounting are evolving and we consider the impact of these trends on our renewable energy procurement strategies as we pursue our 100% renewable energy target.

Types of renewable energy instruments purchased	Total kWh consumption for all sites under this instrument
Unbundled procurement of energy attribute certificates	30,000,000
Financial power purchase agreement (PPA) + EAC	12,698,867
Retail supply contract with electricity supplier	21,133,612
Default delivered renewable electricity from the grid – Residual mix percentage	277,116
Default delivered renewable electricity from the grid – Local data on renewable electricity generation	10,273,385
	74,382,980

3.2.2.3. Scope 3 emissions

Scope 3 emissions account for the largest share of our carbon footprint and include indirect emissions from our value chain activities.

In FY2025, Scope 3 emissions totaled 54,356 tCO₂e. The most significant categories were business travel, fuel- and energy-related activities, and employee commuting. During FY2025, we continued to improve the completeness and quality of Scope 3 reporting. This included expanded accounting for upstream and energy-related emissions and additional activities. These improvements further strengthened the accuracy and transparency of our climate reporting.

The following table presents the evolution of the main Scope 3 categories since our FY2019 baseline year

GHG emissions (tCO ₂ e)	Fuel-and-energy-related activities	Business travel	Employee commuting	Purchased goods and services	Waste generated in operations
FY2019*	15,466.75	68,771.64	13,043.65	194.45	2,527.67
...					
FY2022	13,657.63	14,707.66	11,612.55	35.66	1,427.10
FY2023	14,162.15	25,010.30	10,855.31	93.24	1,908.88
FY2024	14,581.48	25,109.13	8,807.60	64.06	1,631.18
FY2025	18,427.83	23,681.22	10,256.59	283.45	1,707.25

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 [3.2.2.2. Scope 2 emissions and Energy management](#).

* Amdocs' base year

Business travels

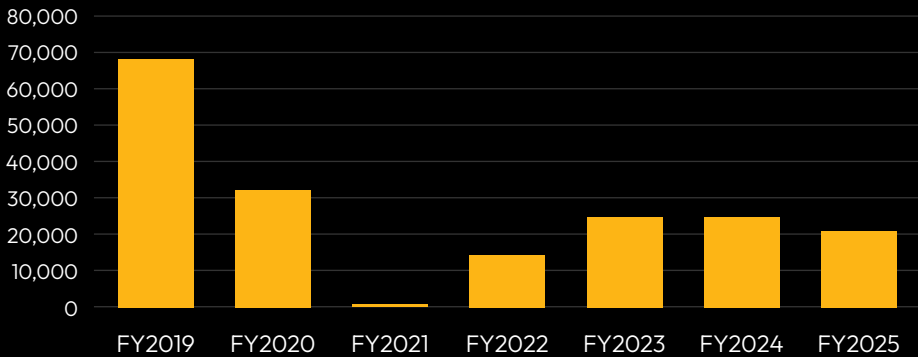
Business travel continued to represent the largest Scope 3 category in FY2025, accounting for approximately one-third of our total market-based emissions.

Business travel remained one of the most significant contributors to Amdocs’ Scope 3 emissions in FY2025. This category includes emissions from air travel up to FY2024. In FY2025, we further expanded the coverage and completeness of business travel reporting by incorporating additional travel-related activities, including hotel stays and other transportation modes beyond air travel. Despite this expanded reporting boundary, total emissions from business travel decreased compared to FY2024.

Emissions associated with business travel are primarily calculated using travel activity data from our global travel agencies and service providers.

Since 2018, Amdocs has operated the Travel Wise Program, established to reduce the environmental impact associated with business travel across all business units worldwide. The program encourages employees and managers to continuously evaluate the necessity of travel and prioritize virtual collaboration whenever feasible. The program’s objectives and performance are monitored by a strategic committee headed by Amdocs’ CFO.

Business Travel emissions (tCO2eq)



Although business travel increased significantly following the COVID-19 period due to business growth and renewed customer engagement activities, emissions from air travel in FY2025 remained substantially below pre-pandemic levels, as shown in the graph above. We continue promoting hybrid work practices and advanced collaboration technologies, including video conferencing and virtual meetings, to help reduce the need for business travel where possible.



Employee commuting

This category includes emissions from employee commuting, leased vehicles, public transportation, and home working. Although the vehicles are not owned by Amdocs, the company covers fuel consumption for leased vehicles and therefore accounts for these emissions under Scope 3. In addition, electricity used to charge electric vehicles at Amdocs sites in Israel is included in our Scope 2 electricity accounting and is covered by our renewable electricity sourcing strategy. As a result, market-based emissions associated with this electricity consumption were effectively reduced to zero.

During FY2025, fuel consumption associated with leased vehicles decreased significantly compared to FY2024 for both gasoline and diesel vehicles. This reduction reflects the continued transition of our vehicle fleet toward hybrid, plug-in hybrid, and electric vehicles, as well as broader efforts to improve transportation efficiency. As of FY2025, approximately 85% of our Israeli vehicle fleet consisted of hybrid, plug-in hybrid, or electric vehicles, exceeding our original FY2025 target.

We continue promoting more sustainable transportation alternatives through carpooling initiatives, shuttle services, support for public transportation, and infrastructure for bicycles and electric vehicles at several sites.

Since the COVID-19 outbreak, Amdocs has accounted for home working emissions as part of this category, in line with the GHG Protocol. In FY2025, we further expanded the reporting boundary of this category for the first time to include emissions associated with all employees working outside Amdocs-operated premises, including employees working from home (WFH), at customer sites, or from smaller Amdocs sites.

Purchased goods and services

This category includes emissions associated with purchased materials and operational consumables, such as paper and water. Amdocs obtains water from local public water departments, tap sources, or purchased bottled water from local suppliers.

Since FY2025, we have been strengthening our water data collection and management processes across our global operations. While water consumption data is readily available at some sites, at other locations water services are incorporated into broader lease or facility management agreements, limiting the availability of direct consumption data. Where site-specific data is unavailable, water consumption continues to be estimated on a per-employee basis, consistent with our historical accounting approach. We are also developing an automated system for collecting and processing EHS-related utility bills. This initiative is expected to improve the efficiency and consistency of environmental data collection and further strengthen our water consumption database.

In accordance with our operational controls, sites are required to conduct or obtain water quality assessments and relevant reports from water service providers, as applicable. We are also deepening our assessment at selected sites through Legionella and other biological testing.

Water management has also been incorporated as an additional topic in our mandatory BCC training for all employees. The training aims to increase awareness of Amdocs' approach to water management and encourage employees to consider their personal water consumption and opportunities for water conservation.



We continue to evaluate opportunities to improve water management at our facilities. In Brazil, India, and the Philippines, water quality assessments were conducted as part of evaluations for potential on-site clean water solutions. These assessments confirmed that the water supplied to the relevant Amdocs facilities is already of high quality, providing valuable information to guide the most appropriate approach for each location.

Looking ahead, in FY2026, Amdocs initiated a water scarcity and water stress risk mapping exercise covering all operational sites worldwide. This work will help strengthen our understanding of site-specific water-related risks and inform the continued development of our water management and resilience approach.

We continue working to reduce resource consumption through responsible procurement practices, increased use of recycled materials where feasible, and initiatives to reduce paper consumption and improve operational efficiency.

In FY2025, we expanded the reporting scope of this category to include outsourced server space within co-location data centers as part of our ongoing efforts to improve the completeness of Scope 3 emissions accounting. Emissions associated with these services were quantified using spend-based activity data. This expanded coverage was the primary reason for the increase in emissions reported under this category compared to FY2024.

Waste generated in operations

This category includes emissions associated with waste disposal and wastewater generated from our operations. Like water supply, waste disposal and wastewater services are integrated within broader lease agreements at several sites. Where data is unavailable, waste and wastewater data continue to be estimated based on average per-employee factors consistent with our established historical accounting approach.

At some of our larger sites, wastewater quality is monitored through periodic sampling and testing in accordance with established site and municipal requirements.

We continue promoting waste reduction and recycling initiatives across our sites through the principles of reduce, reuse, and recycle (3Rs). All operational sites support recycling streams for electronic waste (WEEE) and batteries, while major operational sites also promote recycling initiatives for additional waste streams where local infrastructure and waste management solutions are available.

During FY2025, we observed an increase in recycling volumes while landfill disposal volumes remained relatively stable compared to FY2024, reflecting our continued efforts to improve waste segregation and recycling practices across operations.

In addition, we continued working with local waste management providers to improve recycling practices and the quality of reporting where feasible. During FY2025, we also improved waste estimation methodologies to enhance the accuracy and representativeness of reported data across different facility types.

	Indicator	Unit	FY2022	FY2023	FY2024	FY2025
Water	Total water withdrawal	Million Cubic Meters	0.06	0.14	0.15	0.16
Waste	Total waste disposed (including waste recycled, organic materials and landfilled waste)	Metric tons	2,504.92	2,984.59	2,552.96	2,643.03
	Total waste landfilled	Metric tons	2,374.39	2,822.61	2,408.39	2,453.27
	Total waste recycled (solid waste only)	Metric tons	130.53	161.98	144.56	188.47
	Total organic waste composted*	Metric tons	-	-	-	1.29

3.2.3. Reporting on climate management

We recognize the risks that climate change poses to our current business models and are committed to addressing these challenges through ongoing investments in projects and programs to reduce greenhouse gas (GHG) emissions. To support transparency and accountability, Amdocs reports and discloses climate-related information through several leading sustainability frameworks, assessments, and platforms.

As part of this commitment, [Amdocs publishes a dedicated Task Force on Climate-related Financial Disclosures \(TCFD\) Annex](#), structured in alignment with the TCFD recommendations across governance, strategy, risk management, and metrics and targets. The annex summarizes the Company's approach to managing climate-related risks and opportunities and outlines progress toward its climate objectives.

Amdocs also actively participates in global sustainability reporting initiatives, 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 2025 report received a B grade, reflecting our continued commitment to climate transparency and to improving sustainability performance.

In addition, Amdocs provides climate- and ESG-related disclosures through other recognized assessment platforms, including EcoVadis and the S&P Global Corporate Sustainability Assessment (CSA). Through participation in these frameworks and assessments, Amdocs continues to strengthen its climate governance, improve disclosure practices, and identify opportunities to enhance performance.

* First time reported in FY2025

3.3. Green office operations

Amdocs continues to integrate sustainability considerations into the design, construction, and operation of its office campuses and facilities worldwide. In line with this approach, Amdocs management established a global policy under which all newly developed major sites are expected to pursue recognized sustainable building certifications, with LEED certification designated as the preferred standard.

India Campus

In FY2025, we expanded our green office operations by developing the new Amdocs Campus in Gurugram, Haryana, India. Interior fit-out activities began in January 2025, and the campus officially opened in July 2025. Covering approximately 334,000 square feet, the facility is designed to accommodate more than 2,500 employees. The campus was developed with a strong focus on sustainability, operational efficiency, and employee well-being, achieving LEED Gold certification in recognition of its environmental performance and sustainable workplace design.

Key sustainability features include:

- Use of environmentally responsible materials, finishes, and furnishings, including recycled-content and low-VOC materials selected to reduce environmental impacts and improve indoor air quality
- Integration of natural elements and green spaces to support employees' physical and mental well-being and workplace experience
- Proximity to well-developed public transportation networks and local amenities, to encourage sustainable commuting, accessibility for employees and reduce reliance on private vehicles
- Installation of water-efficient fixtures projected to reduce water consumption by approximately 45% compared to conventional buildings
- Advanced energy-efficiency measures, including daylight-responsive lighting controls, occupancy sensor-based lighting systems, and high-efficiency HVAC systems with optimized controls to reduce energy consumption.
- Enhanced indoor environmental quality through high-efficiency HVAC filtration, increased fresh-air ventilation, indoor air quality monitoring, low-emission materials, and pre-occupancy flush-out procedures
- Design considerations supporting thermal comfort, visual comfort, acoustic performance, and future integration of smart building management systems for ongoing optimization and performance improvement



The project's design principles are consistent with those implemented at the Amdocs campus in Israel.

Israel campus

The Amdocs Campus in Ra'anana, Israel, which opened in 2023, continues to serve as a benchmark for environmentally responsible and employee-focused workplace design. The campus achieved LEED Gold certification for energy-efficient maintenance and operations and was designed with a strong focus on sustainability and employee well-being.

Since January 2024, the campus has operated on 100% renewable electricity. To encourage sustainable commuting, the campus includes approximately 300 bicycle parking spaces supported by surrounding bicycle infrastructure, as well as 200 electric vehicle charging stations, with additional expansion planned.

In collaboration with local and national stakeholders, Amdocs also supports transportation initiatives aimed at reducing traffic congestion and transportation-related emissions, including shuttle services and supporting infrastructure improvements such as a new pedestrian bridge.



3.4. Employee and community environmental impact



Green Teams

Amdocs' "Green Teams" are a worldwide network of volunteer employees committed to fostering 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 fostering community engagement. Team participants wholeheartedly embrace their responsibility for these projects' success, steering them from inception through to action across India, UK, Israel, Bulgaria, Malaysia, Thailand, the Philippines, Indonesia, Mexico 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.

During 2025, we had 8 active Green Teams, and these focus to:

- 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

These Green Teams implemented various projects, such as:



Amdocs Family Hives: Supporting bees

As part of “Amdocs Family Hives” program, which was initiated in FY2022 in Israel, Bulgaria, the UK, Ireland, and Cyprus, our local Green Teams adopt beehives, rescuing thousands of bees and contributing to the preservation of these vital pollinators. This program continues during FY2025 as well aiming to increase the impact in that domain.

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 delivered to the Amdocs office monthly.

Motivated by this success, the Green Teams are expanding the program and adding more hives. Looking ahead, we anticipate further initiatives aligned with this project. 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 green teams, tree planting is a regular activity undertaken as part of environmental efforts. Volunteers participate in tree planting projects across several countries. These activities are intended to support the environment and encourage engagement with nature.

Tree planting initiatives aim to improve air quality, soil health, and biodiversity. At the same time, the involved volunteers recognize the practical benefits each tree provides to the ecosystem and see these projects as examples of collective environmental action.

Some tree planting initiatives involve partnerships with schools, NGOs, and local communities, broadening the scope of these efforts. Through collaboration, participants work to promote a healthier environment for future generations.

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. 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.

At 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. We foster digital inclusion in our operations on a holistic integrated 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.



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.

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 changes. The primary pillars are:

- Accessibility & connectivity
- Digital literacy
- Future 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.

* Environmental and operational outcomes associated with product and customer implementations may vary depending on the deployment architecture, operating environment, baseline methodology, workload, customer configuration and operating practices.

4.2. Products & services sustainability and accessibility*

Environmental sustainability is embedded in the very architecture of our portfolio. By replacing hardware-intensive systems with cloud-native, software-defined, and AI-optimized solutions, Amdocs helps global service providers operate with dramatically higher efficiency and lower environmental impact. Our platforms scale intelligently, automate responsibly, and enable customers to modernize without increasing their footprint, advancing next-generation digital experiences and sustainability together.

To support this approach, Amdocs continuously invests in research and development, software optimization, and infrastructure improvements that enhance the efficiency of its products and services throughout their lifecycle. Each new software release is benchmarked against previous versions using product-specific key performance indicators, such as computing resource utilization, processing efficiency, storage requirements, and overall system performance, helping ensure that enhanced capabilities are achieved without unnecessary infrastructure growth. One of the primary areas of focus is improving software “density” – delivering additional functionality while maintaining, or even reducing, the computing resources and hardware required to operate the solution.

Dedicated governance forums, involving product, architecture, engineering, and technology leadership, meet regularly to review product performance, evaluate emerging technologies, and identify opportunities to further improve efficiency. These reviews help ensure that efficiency remains a key consideration throughout product design, development, and maintenance. While these efforts are primarily intended to improve product performance and reduce customers’ total cost of operations, they also contribute to lower energy consumption associated with software deployment and operation.

Accessibility is an important consideration in the design and development of our products – ensuring that digital experiences are inclusive, intuitive, and usable by all. Amdocs integrates accessibility principles across the full product lifecycle – from user experience design to engineering – aligning with recognized standards and continuously evolving best practices. Our solutions are built using structured design frameworks that incorporate accessible color schemes, navigation patterns, and interaction models, while ongoing innovation, including AI-enabled and multimodal interfaces, further simplifies user engagement.



4.2.1. Products and services that 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 Intelligent Networking Suite
- **Accelerating access:** by enabling our customers to simplify and streamline the design and deployment of complex fiber rollouts with Amdocs FiberONE
- **Simplifying network management:** by helping our customers adopt multi-vendor network ecosystems, reducing costs and injecting intelligence with Amdocs Cognitive RAN
- **Enabling offer economics:** by supporting our customers in the introduction of digital-native MVNOs, catering to the needs of diverse demographics and communities, with Amdocs connectX
- **Accelerating AI adoption:** by expanding access to agent and enterprise workflow automation capabilities, allowing users to design complex workflows with natural-language prompting and no-code orchestration with Amdocs Cognitive Core and Agentic Services.

- **Connecting and protecting vulnerable populations:** by helping operators create a safer digital environment where all subscribers, regardless of digital literacy, can confidently access mobile services through our eSIM Cloud Platform
- **Accessible UI:** Amdocs follows UI implementation design principles across its applications and products as well as its Low-code Experience Platform that enables building user experiences. That includes a color palette, fonts, contrasts, and indications, defined by Amdocs UX experts to meet accessibility guidelines and regulations such as ADA. With the growing maturity of generative AI, Amdocs continues to add copilot and agent capabilities to its applications that enable simple and streamlined access. 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 Amdocs. With more than 60 cloud products and services, we help our customers move systems and data to public-cloud data centers and hybrid operating models. 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.

In previous years, Amdocs and Microsoft joined forces to introduce a new Customer Engagement Platform that combined best-in-class cloud, AI and telco technologies for a seamless consumer and enterprise experience. The platform empowers communications service providers to improve their engagement and end user experiences and journeys across all channels and applications; for customers, the platform enables access across channel of choice, facilitates faster adaptation with low-code an embedded AI capability, lowers the barrier to access by leveraging the strengths of Microsoft's accessibility-compliant frameworks.

A. Reducing electricity consumption

Amdocs Intelligent Networking Suite drives meaningful reductions in electricity consumption by enabling smarter, more efficient network operations. Through real-time visibility, closed-loop automation, and AI-driven decision-making, the suite empowers CSPs to optimize resource usage across the network lifecycle.

- Amdocs Service and Network Orchestration (SNO) dynamically allocates network functions and services based on demand, preventing unnecessary energy use in underutilized infrastructure. Network Inventory provides a unified, accurate view of all assets, eliminating duplication and enabling energy-aware routing and provisioning
- Service Assurance continuously monitors performance and proactively identifies inefficiencies, while network optimization capabilities fine-tune workloads and traffic patterns to reduce power-hungry operations

Together, these capabilities support the evolution toward Level 4+ autonomous networks, where digital twins and trusted intelligence validate and refine energy-saving actions at scale.

By minimizing waste, improving utilization, and enabling intent-driven automation, Amdocs' Intelligent Networking Suite helps operators significantly lower electricity consumption while enhancing network performance and resilience.

Amdocs MarketONE, a SaaS platform, contributes to more sustainable operations by reducing the technology sprawl typically required to manage partner ecosystems. By consolidating disparate subscription services and simplifying how partners onboard, transact, and integrate, MarketONE minimizes the need for duplicative systems, redundant APIs, and legacy hardware. This reduction in system complexity not only lowers ongoing compute and maintenance requirements, but also helps service providers responsibly retire outdated infrastructure, resulting in more efficient resource use and a smaller environmental footprint across the partnership lifecycle.

Amdocs Commerce and Care (DigitalONE) Suite modernizes and digitalizes the commerce and care experience, enabling customers to manage their connectivity services anytime, anywhere. By shifting traditional in-store interactions to fully digital journeys, Commerce and Care reduces reliance on physical retail locations – lowering the resources needed to build, maintain, and operate brick-and-mortar facilities. This digital-first approach decreases energy consumption, reduces materials use, and cuts transportation-related emissions associated with customer travel. In doing so, Commerce and Care not only expands access to essential digital services for anyone with connectivity, but also supports more efficient, lower-impact service delivery for providers and their customers.

Amdocs Agentic Operating System (aOS) is designed to enable more efficient, lower-impact AI operations by orchestrating agentic workflows in a way that minimizes unnecessary computation. Through Cognitive Core's domain-grounded ontology and contextual enrichment, aOS prevents repetitive or redundant inferencing, ensures tasks are routed to the most efficient agents, and reduces the need for large-scale model calls. This intelligent orchestration lowers overall compute demand – a primary driver of AI-related energy consumption – while improving accuracy and predictability. By consolidating multiple operational tasks into coordinated, context-aware agentic flows, aOS helps service providers run advanced AI capabilities with fewer resources, supporting more sustainable and energy-efficient digital operations.

As all Amdocs products are cloud-native and support multi-cloud deployment we provide our customers with the flexibility to deploy their IT and Network stacks over public clouds of their choice, enabling them to retire physical Data Center servers and related equipment.

Amdocs also offers some of its solutions in a SaaS-mode, where the software is installed once on Amdocs servers, and serves many customers. By doing so, we eliminate the need for physical servers to be installed at each of the customer premises.



B. Reducing pollution

Amdocs eSIM Cloud Platform 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 FiberONE reduces the environmental impact of planning and deploying new fiber networks, optimizing the design of the network, and reducing the required trenching activities. Leveraging AI and GenAI as part of the process allows network operators to more efficiently manage next generation networks, from the initial design to the ultimate deployment.

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 Drone-Aided Site and Inventory Audit Solution reduces pollution through the use of autonomous drones to perform site audits on cell towers, reducing unnecessary truck rolls.

C. 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 automates the configuration, contracting and provisioning of solutions for enterprise and business customers, decreasing the reliance on paper and contributing to the reduction of waste by reducing order fallout and rework.

Amdocs Agentic Migration modernizes applications and infrastructure from legacy hardware into efficient cloud and hybrid cloud platforms, reducing infrastructure footprint and improving operating efficiency.

Amdocs Agentic Operations reduces the demand for resources and energy by simplifying and automating the process of troubleshooting, managing and resolving system and technology issues, and continuously improving over time.

Amdocs Cognitive RAN Automation reduces over-provisioning and unnecessary energy consumption by analyzing traffic demand patterns and trends across the RAN ecosystem, and dynamically allocating resources where needed.

Amdocs was awarded the Silver Badge by Telecom Infra Project (TIP) for showcasing 12% energy reduction.

Additional advantages of cloud technologies

We believe that the ability to move operations to the public cloud has the potential to 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, we believe they can:

- Reduce emissions from on-premise data centers
- Achieve higher energy efficiency and further potentially 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

4.2.1.1. Project 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. A recent example includes our partnership with PLDT, where we migrated 81 legacy systems to the cloud, reducing the time and resources required to configure new products for launch, personalize experiences and reduce support demands (a 94% reduction in high severity incidents). An additional example is our partnership with AT&T to retire 15 data centers across the U.S. by moving workloads to the cloud.

Case study: Driving efficiency with data on the cloud

Amdocs collaborated with Vodafone Italy and Google Cloud to successfully transition the Vodafone Italy data ecosystem to the cloud, moving away from their hybrid on-prem & cloud implementation. The goal was to provide real-time, AI-driven insights to their customers, and in the process, to improve the efficiency of their operations, reducing their data warehouse costs by as much as 45%.

Case study: Offering end-customers reduced carbon emissions offers

In collaboration with Amazon Web Services, Vodafone, Snowflake, and Carbon Footprint Ltd., we created a proof-of-concept to help communications service providers offer lower emissions 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 sustainability by design efforts, we also aim to embed the calculator in our Amdocs Catalog.

Case study: AI-driven energy efficiency

In partnership with Claro Argentina, Amdocs pioneered an innovative approach to optimizing network operations and energy reduction through advanced AI-driven analytics. By intelligently identifying and removing redundant network equipment, the project achieved a remarkable 35% decrease in energy usage specifically by baseband units, all while maintaining high standards of network performance. These efforts not only contributed to a significant reduction in carbon dioxide emissions but also generated over \$2 million in capital expenditure savings, demonstrating the tangible benefits of automation and sustainable practices in the telecommunications sector.

In recognition of these achievements, the initiative was honored with the TM Forum Award in “Innovation in People and Planet”.

Case study: Accelerating fiber deployment & copper reclamation

Amdocs is working with leading service providers in North America and around the world to deploy fiber networks to their customers and shut down their legacy copper networks. Fiber networks significantly reduce the energy needs of the service providers, with some reporting up to 80% reduction. With our agentic fiber design solutions, we help service providers deploy their networks faster, enabling them to shut down the copper networks sooner. We are working with a leading provider in north America, accelerating fiber network deployment by up to 30% (in the design phase). This is enabling them to accelerate the decommissioning of their copper network, leading to massive reduction in energy consumption

4.3. Accelerating innovation

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

We also strive to create 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 successfully implemented innovative programs across diverse fields.



4.3.1. Driving growth beyond connectivity

Amdocs Customer Experience Suite (CES26), part of Amdocs aOS, delivers comprehensive B2B capabilities that help service providers accelerate growth while advancing their sustainability goals. By empowering providers to serve SMB, enterprise, and government customers with digital-first, highly automated processes, CES26 reduces operational complexity, lowers the cost to serve, and enables more resource-efficient service delivery.

At the center of this portfolio is Amdocs CPQ Pro, a next-generation Configure, Price, Quote solution purpose-built for communications service providers. Enhanced with GenAI, CPQ Pro streamlines complex configurations and optimizes commercial terms – improving win rates, shortening sales cycles, and reducing manual effort, all of which contribute to more sustainable, responsible growth.

The broader B2B portfolio supports the full customer lifecycle – from marketing and sales through delivery, operation, monetization, and care – with core solutions including the Customer Engagement Platform, Catalog, 5G-native Policy, Convergent Charging, Freestyle Billing, Partner Management, B2B Marketplace, and Intelligent Networking Suite.

Together, these capabilities enable a fully digital, end-to-end lead-to-care journey that helps service providers rapidly launch innovative solutions, expand beyond connectivity, and operate with greater efficiency. The result is a growth engine that supports both business performance and ESG commitments through automation, streamlined processes, and more sustainable operations.

Beyond B2B, CES26 brings the same level of innovation to the consumer domain, helping service providers deliver highly personalized, accessible, and inclusive digital experiences at scale. Leveraging the aOS Cognitive Core and emerging agentic capabilities

embedded across engagement, care, and operations, CES26 enables intuitive, conversational interactions that reduce complexity for all customers while automating energy- and labor-intensive processes behind the scenes. AI-driven care, real-time charging, dynamic policy management, and omnichannel engagement improve satisfaction and lower operational effort – helping service providers grow responsibly through more efficient, equitable, and sustainable service delivery.

MPN

Amdocs is also extending innovation beyond traditional connectivity through its Network Services, which streamline the design, deployment, and operation of Mobile Private Networks (MPNs) powered by private LTE and 5G technologies. These dedicated networks are transforming industries by delivering unmatched security, reliability, and operational efficiency for mission-critical environments.

Amdocs Private Network solutions support a broad spectrum of sectors – including government, municipalities, healthcare, manufacturing, logistics, retail, and education – helping organizations modernize responsibly. In healthcare, MPNs securely integrate IT and clinical infrastructures to enhance patient care, while in manufacturing and logistics they enable remote operations, reduce waste, and boost efficiency through strategic use of IoT and AI.

MPNs also expand educational access, connecting schools and communities to digital learning in more equitable and sustainable ways. By pairing automated network lifecycle management with aOS and emerging agentic capabilities, Amdocs ensures these advanced connectivity solutions are more accessible, efficient, and resilient, empowering enterprises and communities to adopt next-generation digital innovation in a scalable and socially responsible manner.



Sovereign AI / AI Factory

Amdocs is also expanding innovation beyond traditional connectivity through its AI Factory, an end-to-end platform that enables service providers to deliver and monetize next-generation AI infrastructure, models, and applications across industries. Designed to help organizations harness the transformative potential of generative AI, AI Factory combines scalable GPU-as-a-Service capabilities, model development environments, and industry-specific AI solutions that support sectors such as healthcare, manufacturing, utilities, and the public sector. By enabling secure, sovereign, and compliant AI deployments, AI Factory helps organizations maintain greater control over data while accelerating innovation and operational efficiency.

Leveraging the aOS Cognitive Core AI platform, including agentic AI capabilities, governance tools, and enterprise marketplaces, alongside advanced monetization and orchestration capabilities, AI Factory empowers service providers to create sustainable new digital services and revenue streams.

Through strategic collaborations with leading technology partners, Amdocs is helping build a more accessible, resilient, and responsible AI ecosystem that enables enterprises and communities to benefit from the next wave of digital transformation.

MarketONE

Amdocs is expanding beyond traditional connectivity through Amdocs MarketONE, a cloud-native subscription marketplace platform that connects digital service providers with telecom operators, retailers, financial institutions, and other distribution partners through a single, scalable ecosystem. By simplifying the onboarding, bundling, management, and monetization of digital services such as streaming, gaming, productivity, wellness, and education offerings, MarketONE helps organizations accelerate digital innovation while reducing the complexity and costs associated with multiple point-to-point integrations.

MarketONE enables businesses to reach new customer segments more efficiently and deliver personalized experiences that enhance customer engagement and retention. Through AI-driven insights, automated partner lifecycle management, and flexible subscription orchestration, the platform supports improved operational efficiency, reduced resource-intensive processes, and helps service providers capture new revenue streams and better engage and retain customers.



4.4. 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 our AI technology's performance, mindful of its societal implications. Our GenAI adoption policy within the Software Development Life Cycle (SDLC) designed to support development efficiency, ethical standards, bias-risk mitigation, data security, and user privacy throughout the development process. 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 and agentic AI requires balanced, high-quality, and domain-specific data – together with a governance framework that ensures models behave safely, predictably, and in alignment with customer intent. As part of this commitment, the Amdocs Cognitive Core platform – a foundational element of the Amdocs Agentic Operating System (aOS) – integrates a multilayered Responsible AI architecture designed to mitigate risks associated with data bias, security, and model hallucination.

At the heart of this architecture is a governance layer that combines policy-driven guardrails, structured telco ontologies, and fine-grained access controls. These mechanisms are designed to help ensure that agentic systems operate only within approved business boundaries, producing responses that reflect the service provider's design standards rather than addressing open-ended or unintended requests. This approach not only improves safety and reliability but also ensures that compute and operational resources are applied only to relevant activities – a key principle of sustainable AI.

Amdocs' longstanding focus on data privacy, security, and regulatory alignment is embedded into the Cognitive Core platform from the ground up. Data handling, lineage tracking, consent management, and model-level auditability are integral to how Cognitive Core ingests, processes, and applies customer, partner, and employee data across GenAI and agentic workloads.



To simplify and optimize enterprise-grade access to generative AI, the Cognitive Core platform includes:

- A GenAI platform enriched with industry-specific prompt engineering patterns: Purpose-built to reflect the workflows, language, and regulatory expectations of global service providers
- A detailed, extensible telco taxonomy and ontology: Providing consistent definitions, relationships, and reasoning structures that improve model grounding and reduce hallucination in both B2C and B2B scenarios
- A robust end-to-end “data-to-GenAI” pipeline: Supporting ingestion, aggregation, normalization, enrichment, and quality assurance across diverse data sources to create trustworthy, contextualized AI outputs

Together, these capabilities are designed to support more accurate, relevant, and inclusive model behavior – improving fairness and reducing bias while enabling responsible innovation at scale. The result is a platform that allows service providers to adopt generative and agentic AI confidently, with safeguards that reflect the complexity, regulatory environment, and societal impact of the global communications industry.

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.

Internally, Amdocs employees access to specific AI tools and agents is governed from specific guidelines and role relevant needs (RBAC).

Restricting access helps ensure that these capabilities are used only by authorized personnel, reducing the potential for misuse or inappropriate application. It also involves defining clear guidelines on who may deploy such technologies, under which circumstances, and subject to what level of oversight, helping safeguard individual rights and maintain stakeholder trust.



4.4.1. Generative AI as an environmental innovator

While it's broadly acknowledged that the current iteration of generative AI technology is energy intensive, we believe that over the long-term generative AI in the telecom industry can also significantly enhance the operating efficiency of telecom providers, from the network to the customer experiences they provide.

To start, by analyzing vast amounts of data, generative AI can predict and manage customer patterns, leading to more efficient use of network and IT resources. We believe that as generative AI technology becomes more efficient, this has the potential to reduce the energy required to maintain networks and data centers, thereby lowering the carbon footprint of key telecom processes.

Additionally, AI-driven predictive maintenance, self-healing and increasingly autonomous operations can minimize downtime and extend the lifespan of equipment, further contributing to sustainability efforts in the telecom sector.

With Amdocs aOS Cognitive Core platform, we are investing in developing AI-powered applications and agents to make telecom processes more efficient. For example, leveraging our 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.

Additionally, Cognitive Core includes a number of pre-defined workflows supporting agentic experiences, mitigating the need to run reasoning activities, and therefore reducing resource use. Similarly, the Cognitive Core 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.

Through our collaboration with NVIDIA, we leverage a set of resource optimization technologies, including NVIDIA's latest GPUs, which are designed to perform AI workload activities faster, and with lower energy consumption, than traditional hardware. Similarly, Cognitive Core is fully integrated with NVIDIA's AI Enterprise platform, which provides a suite of tools that optimize performance, security and scalability for AI workloads. A testament to this collaboration was our ability to optimize token consumption by nearly 60% due to domain verticalization.

Finally, we utilize the capabilities of OpenAI, Microsoft, and others instead of training our own large language models – a process that generates substantial CO2. As technology evolves, we continue to adopt the most

efficient methods of operating, including the adoption of small language models (SLMs) that optimize resource consumption. To manage usage efficiently, we have implemented a company-wide management dashboard, similar to our cloud services dashboard, which monitors both utilization and cost.

4.4.2. GenAI Hackathon

“Safe in Sport” hackathon

Amdocs' commitment to responsible AI innovation was also highlighted through the “Safe in Sport” hackathon, held in honor of 15-year-old Liram Daniel. What began as a memorial initiative grew into a multi-partner movement for youth safety, bringing together over 150 students, technologists, and mentors from Amdocs, Google, NVIDIA, Beterem – Safe Kids Israel, and additional ecosystem partners. Participants used GenAI to develop life-saving solutions – including AI in the Sky, an AI-powered injury-detection system that monitors sports activities in real time without wearables, and Zuzit, a smart training app that teaches safe sports practices with 3D modeling and gamified feedback. The event demonstrated how GenAI, when guided by strong values and community collaboration, can drive inclusive innovation and create technology that meaningfully improves safety for children and teens at home and in their communities.

4.5. Customer satisfaction

The Amdocs Voice of the Customer (VOC) program continuously measures customer satisfaction and loyalty by surveying the top 70 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, customer feedback has led to over 65 account improvement plans, which are reviewed quarterly
- The VOC program has been recognized by Forrester, CRM Magazine, and CustomerGauge for its effectiveness
- Last year, Amdocs VoC program won the Customer Centricity World awards

Feedback cycle:

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

Achievements:

- In FY2025, 1,651 responses were received, with 70% categorized as "Truly Loyal," covering over 80% 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.

4.6. Responsible and sustainable supply chain

At Amdocs, we recognize that responsible business practices extend beyond our own operations and throughout our global value chain. We are committed to working with suppliers, contractors, and business partners who share our expectations for ethical conduct, human rights, environmental responsibility, sound governance, and regulatory compliance.

Our sustainable supply chain approach is guided by the principles of the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights (UNGPs), and our vendor qualification and risk-based due diligence process. Through our Supplier Code of Conduct, we communicate clear expectations regarding labor standards, human rights, business ethics, environmental stewardship, health and safety, and responsible business conduct.

4.6.1. Risk-based supplier due diligence

Amdocs integrates sustainability and risk management considerations throughout the supplier lifecycle, from supplier onboarding and qualification through ongoing supplier management and engagement.

As part of supplier onboarding and qualification, Amdocs performs risk-based due diligence activities. Depending on supplier type, risk level and services provided, assessments may include reviews relating to business integrity, sanctions compliance, conflicts of interest, legal and regulatory matters, information security, privacy and other relevant risk factors.

These assessments may include reviews of vendor's qualitative checks and parameters, labor law compliance, ownership and beneficial ownership transparency, conflicts of interest, anti-bribery and anti-corruption practices, sanctions exposure and country-level political, social, infrastructure or security instability may affect vendor delivery, people safety or Amdocs commitments, legal and regulatory compliance, litigation history, financial stability, business continuity capabilities, information security, privacy safeguards and any fraud such as intentional act or omission designed to deceive, resulting in damage to Amdocs or unlawful gain to another party.

Where elevated risks are identified, suppliers may be subject to additional reviews, contractual requirements, mitigation measures, management oversight, or corrective actions as appropriate. This risk-based approach helps strengthen resilience across our value chain while supporting responsible sourcing decisions.

Example of supplier due diligence activities

Depending on supplier risk profile, due diligence reviews may assess:

- ownership and beneficial ownership structures
- labor law compliance
- anti-bribery and corruption controls
- sanctions and export control considerations
- litigation and regulatory history
- financial stability
- business continuity preparedness
- information security and privacy risks

Findings are reviewed within supplier governance processes and additional mitigation measures may be applied where appropriate.

4.6.2. Supplier Code of Conduct

The Amdocs Supplier Code of Conduct establishes our expectations for suppliers and their representatives and promotes standards aligned with our own values and commitments. The Code addresses a wide range of 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. Additionally, we expect them to operate in accordance with applicable laws and regulations and to promote standards parallel to our own across their business and within their own supply chain such as encouragement to adopt internationally recognized management systems such as ISO 14001 and ISO 45001.

Suppliers are expected to acknowledge and comply with the requirements of the Amdocs Supplier Code of Conduct and applicable contractual obligations. They are also contractually required to adhere to the Global Anti-Bribery and Corruption Policy and Gifts & Hospitality Policy.

The Code applies to Amdocs suppliers and any of their employees, agents, officers, contractors, subcontractors, or other representatives of 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.

4.6.3. Human rights and modern slavery

Respect for human rights is a core element in our business approach. Through our supplier governance framework, we communicate clear expectations that suppliers conduct business in a manner consistent with internationally recognized labor and human rights principles.

Our suppliers are expected to prohibit forced labor, bonded labor, human trafficking, child labor, discrimination, harassment, and other forms of exploitation. They are also expected to provide fair and lawful employment conditions, maintain safe and healthy workplaces, respect employee rights in accordance with applicable laws, and operate with integrity and respect for human dignity.

Supplier expectations include compliance with applicable modern slavery and human trafficking legislation and the implementation of measures to prevent forced labor within their operations and supply chains.

Our responsible sourcing approach supports the commitments outlined in our Modern Slavery Statement and forms part of our broader human rights due diligence (as described in paragraph 5.13) efforts.

4.6.4. Data protection and information security

At Amdocs we recognize the importance of safeguarding personal, confidential, and customer information throughout our supply chain. As part of our supplier onboarding and governance processes, we assess data protection and information security risks associated with supplier engagements where appropriate. Suppliers that process or access Amdocs or customer information may be subject to additional due diligence reviews and contractual requirements designed to protect data and support compliance with applicable privacy and security obligations.

Where required, Amdocs enters into legally binding data processing agreements and implements governance measures intended to support the secure, lawful, and responsible handling of personal information.

Our approach reflects our strives to maintaining high standards of privacy protection and data governance across global operations and third-party relationships.



4.6.5. Environment, health and safety management at the supply chain

We recognize the important role suppliers play in supporting our environmental objectives and operational resilience.

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. We have been working to streamline the implementation of those requirements across the globe.

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 the process of streamlining EHS training and reporting with those vendors across Amdocs operational sites.

Furthermore, we also encourage suppliers to adopt recognized management systems and industry best practices to support continual improvement in environmental performance, occupational health and safety, and operational excellence.

As part of our climate-related engagement activities, Amdocs participates in the CDP Supply Chain Program and engages key suppliers regarding greenhouse gas emissions, climate-related performance, and environmental management practices. Supplier-related data also contributes to our Scope 3 greenhouse gas emissions reporting and supports our broader climate strategy. We included suppliers' categories with high environmental impact, such as landlords, catering companies and data center management, with over 100,000 USD spent in FY2025.

In 2025 we obtained a score of B rating on our Supply Chain Program – Supplier Engagement Assessment (SEA) for the 2025 disclosure cycle. In addition, we collect yearly information on products and services provided by our suppliers to constitute our Amdocs GHG emissions report.

4.6.6. Supplier monitoring and continuous improvement

Responsible sourcing is an ongoing process. Supplier risks may be periodically reassessed through supplier governance activities, due diligence updates, contractual compliance requirements, supplier engagement processes, and targeted risk reviews.

As part of our supplier monitoring activities, we conduct systematic, periodic audits of select corporate services suppliers that furnish substantial on-premises human-resource support – such as catering, cleaning, and security personnel – at our principal campuses in India and Israel. Each audit is undertaken pursuant to applicable law and is intended to confirm the supplier's continuing compliance with relevant statutory obligations, including, without limitation, the payment of minimum wages and the remittance of mandatory social-security contributions. In every instance, the remuneration we pay these suppliers exceeds the minimum wage thresholds prescribed by the relevant jurisdictions. Findings may be addressed through corrective actions, supplier engagement, or additional oversight measures where appropriate.

Where gaps, concerns, or non-conformities are identified, suppliers may be required to implement corrective action plans, strengthen controls, provide supporting documentation, or undertake remediation measures. Depending on the nature and severity of the issue, additional reviews or escalation measures may be applied.



4.6.7. Grievance and reporting mechanisms

Amdocs promotes transparency and accountability throughout its value chain. Suppliers, contractors, and business partners may raise concerns relating to ethical conduct, human rights, labor practices, corruption, or other compliance-related matters through available reporting channels, including Amdocs' confidential Ethics Hotline. The Ethics Hotline is available to employees and external stakeholders where permitted by local regulations.

Reports are reviewed through established procedures, investigated as appropriate, and may result in corrective actions, remediation measures, or process improvements. Amdocs maintains a strict non-retaliation commitment for individuals who raise concerns in good faith.

Through these activities, Amdocs seeks to strengthen supply chain resilience, support responsible business practices, uphold human rights, and create sustainable value for customers, employees, suppliers, shareholders, and communities worldwide.

4.6.8. Our supplier portal

As part of our commitment to our suppliers, we set an online Portal that grants our suppliers independence in all actions relating to Purchase Orders and invoicing. 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 [4.7. Purchasing and finance support chat](#)).

We encourage our suppliers to 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, and a due diligence process is followed for identification of any potential risks or noncompliance points.

4.6.9. Inclusion in our supply chain

Amdocs also seeks to promote inclusive sourcing practices by maintaining supplier classification capabilities within its vendor management processes. These capabilities support supplier visibility and help create opportunities for a broader range of businesses to participate in our supply chain.

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.

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 increased purchasing.

4.7. Purchasing and finance support chat

From 2024, we launched the Purchasing and Finance Support Chat to enhance stakeholder support through efficient and transparent communication channels. This tool, developed to streamline finance-related communications, serves both employees and suppliers/vendors by providing timely and accurate responses to queries using advanced AI technology, thus supporting prompt issue resolution and improving the overall experience with finance topics.

Our dedication to leveraging innovative solutions for improved stakeholder communication and satisfaction includes ongoing updates. In early FY2025, we upgraded the chatbot for internal stakeholders with GenAI technology, enabling employees to receive faster and more comprehensive assistance from the online support tool. Plans are underway to extend these enhancements to our external vendors as well.

Technology is being integrated into our services, and support continues to be provided by the team. If the chatbot does not resolve vendor or employee inquiries, regional agents are available to offer additional assistance.

During implementation, we observed that this initiative improved our support quality. The chatbot resolves a significant number of issues more quickly, allowing the team to focus on cases needing human assistance.

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 fiscal year 2025 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 three 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	67	Chairman of the Board Director and Member of the Technology and Innovation Committee	Independent Director
Robert A. Minicucci	73	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	63	Director, Chairman of the Audit Committee	Independent Director
Rafael de la Vega	74	Director and Chairman of the Management Resources and Compensation Committee	Independent Director
John A. MacDonald	72	Director and Chairman of the Technology and Innovation Committee; Member of the Management Resources and Compensation Committee; Member of the Nominating and Corporate Governance Committee	Independent Director
Yvette Kanouff	60	Director and Member of the Technology and Innovation Committee	Independent Director
Sarah Ruth Davis	58	Director and Member of the Audit Committee	Independent Director
Amos Genish	65	Director and Member of Technology and Innovation Committee; Member of Nominating and Corporate Governance Committee	Independent Director
Véronique Morali	67	Director	Independent Director
Shuky Sheffer**	65	Director and President and Chief Executive Officer	

*Per the Proxy Statement filed on 6K Form, dated December 16, 2025.

** On February 3, 2026, Amdocs Limited announced that Shuky Sheffer, President and Chief Executive Officer of Amdocs Management Limited, decided to retire and would be replaced by Shimie Hortig, then Group President of the Americas Business Group, effective March 31, 2026.



Ten directors currently serve on our Board of Directors, nine of whom were elected at our annual general meeting of shareholders on January 31, 2025, and one director, Ms. Véronique Morali, was appointed by the Board of Directors in May 2025. All directors hold office until the next annual general meeting of 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.

In November 2025, Mr. de la Vega and Mr. Minicucci were granted one-year waivers to continue as directors past the age of 73 years and until the annual general meeting of shareholders in 2027 in light of the circumstances presented to the Board of Directors, including their exceptional industry experience and value to the Board, as well as the current global business and market environment.

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.

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 2025, the Board of Directors held eight meetings. In addition, the Audit Committee held six meetings, the Management Resources and Compensation Committee held four meetings, the Nominating and Corporate Governance Committee held five meetings and the Technology and Innovation Committee held four 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 FY2025, at the quarterly meetings of the Board of Directors, the members received updates and discussed ESG-related company matters. This included, among other topics discussed, 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 audit results
- ESG & CSR Report
- Product sustainability
- Trends on sustainable issues that affect our sector
- Digital Equity and Inclusion strategy, programs and campaigns
- Inclusion
- Community Impact initiatives
- Amdocs' response to disaster relief cases
- Partnerships with customers and the ESG sector
- Climate & Environment strategy and performance

5.4. Risk management

Risk assessment and management are integrated into 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, who consults with our 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 our 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 several 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 seeks to promote 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 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 FY2025 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 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	FY2023	FY2024	FY2025
Earnings before tax (thousands of \$)	636,361	591,071	693,242
Reported taxes (thousands of \$)	93,399	94,750	125,473
Cash taxes paid (thousands of \$)	156,386	187,513	122,416

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 what we do. We aim to go above and beyond legal requirements and implement our own initiatives to ensure ethical conduct in addition to meeting 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 strives to build 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 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. All concerns that are raised are expected to be treated with the greatest respect, seriousness, and confidentiality.

Reports submitted are screened by Amdocs Internal Audit and a summary of misconduct cases, including reports from our ethics hotline and other sources (HR, Information Security, etc.), are 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 a comprehensive, end-to-end anti-bribery and corruption compliance program, designed in accordance with best practices, regulatory guidance, and our ongoing and dynamic assessment of our anti-bribery and corruption risks. A cornerstone of this program is our Global Anti-Bribery and Corruption Policy (the “ABAC Policy”) which reflects our unwavering commitment to ethical business conduct, integrity and compliance with all applicable anti-corruption laws. The ABAC Policy serves as our internal compliance roadmap and is implemented through a number of processes and controls aimed at (a) preventing and detecting potential anti-bribery and corruption risks, and (b) instilling a strong culture of compliance through all operational and sales functions within the company.

Specifically, Amdocs has implemented a robust and structured process to manage 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 all gifts and entertainment related to our sales and marketing activities. Finally, Amdocs continues to refine its monitoring and testing mechanisms on an ongoing basis and engages stakeholders across all relevant functions to support 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 framework and culture. In the M&A context and elsewhere, we continually strive to foster awareness and risk ownership through meaningful training and the ongoing active engagement of stakeholders.

5.7.3. Commitment to diversity, inclusion and non-discrimination

Amdocs is committed to creating and fostering an inclusive work environment. 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 is firmly committed to upholding the highest standards of human rights and ethical labor practices across all aspects of our operations and supply chains. We maintain a strict zero-tolerance policy toward modern slavery, human trafficking, and child labor. Our business practices are guided by principles that ensure all employment is freely chosen, child labor is strictly prohibited, and all individuals are treated with dignity and respect.

We are dedicated to fostering a workplace that is free from discrimination, harassment, and violence. We seek to ensure that our employees benefit from fair wages, reasonable working hours, and comprehensive benefits, while also prioritizing their health, safety, and privacy. Environmental protection is also a core value, and our policy is to not tolerate any actions that threaten the well-being of our people or the planet.

Amdocs expects the same unwavering commitment from our suppliers. We require all partners to comply fully with applicable labor and employment laws and regulations, regardless of where they operate. It is our policy to not engage in or continue business relationships with any supplier found to be involved in, or tolerating, modern slavery, human trafficking, or any other unethical labor practices.

For more information, please refer to Amdocs' Human Rights and Labor Practices statement, our Modern Slavery Statement and section [5.13 Human Rights](#) for our practices.

5.7.5. Artificial Intelligence policy

The last several years have seen remarkable global growth in artificial intelligence (AI) adoption, driven by the increasing availability and awareness of generative AI (GAI) models, tools and capabilities. To support the rapid adoption of GAI, Amdocs has created policies and procedures to ensure the technology is adopted while mitigating potential risks associated with intellectual property rights, privacy laws and to ensure ethical and responsible use of the technology.

Amdocs has developed an internal AI Policy made available to all employees on the GAI portal along with on-going training and awareness sessions. Amdocs has also established an AI steering committee and Center of Excellence, to address specific issues that are raised with regards to the adoption of the technology. Employees are required to review Amdocs AI policies and procedures, and the policies are part of Amdocs Business Conduct and Code of Ethics annual training. Amdocs has also implemented security measures to monitor and ensure compliance with the AI policies.



5.8. Data protection

Privacy is a fundamental human right and a critical enabler of dignity, autonomy, equality, and trust in digital environments. As a global technology provider, Amdocs recognizes that its products, services, and operations can impact the privacy rights of individuals whose personal data it processes.

Our Data Protection Program is therefore designed not only to comply with the EU General Data Protection Regulation (GDPR) and other applicable laws, but to embed privacy as an ethical, social, and human rights responsibility aligned with our broader ESG commitments.

The Amdocs Global Privacy Program is anchored in a governance framework led by a Global Data Protection Officer (DPO), supported by regional DPOs and privacy representatives across business units. Policies define clear roles and controls for lawful, fair, transparent, and secure processing, complemented by supporting policies addressing data retention, monitoring, and transparency. We use GDPR as our baseline privacy standard globally and align our cybersecurity practices with recognized international standards, including ISO/IEC 27001 and ISO/IEC 27032.

Compliance with privacy requirements is monitored through ongoing assessments, audit by internal audit functions and DPO, and assurance activities conducted by the Data Protection Office and the Compliance Legal Team. Non-compliance with privacy obligations is classified as organizational misconduct, reinforcing accountability and positioning privacy as a governance and ethical priority, not solely a legal requirements, and we apply corrective and disciplinary actions taken in case of a breach of the policy.

Privacy and security considerations also extend to our supply chain. Our third-party risk management process includes onboarding, due diligence, and contractual requirements to ensure that vendors comply with applicable privacy laws and Amdocs' required privacy standards.

As a data processor, Amdocs processes personal data in accordance with customer instructions and contractual commitments and invests in identifying and mitigating cybersecurity risks that could impact both its systems and customers' use of its products and services.

Amdocs is committed to transparency and respect for individual rights. We maintain defined processes for managing Data Subject Requests (DSRs) and employee privacy rights, supported by dedicated notices and procedures. Employees are provided with a comprehensive privacy notice upon joining the company, which is reviewed and updated on an ongoing basis. Employees also receive regular privacy training, with enhanced requirements for roles that handle sensitive data, supporting consistent and responsible data handling across the organization.

5.9. Cybersecurity risk management and strategy

Our cybersecurity risk management process is aligned with our enterprise risk management program and utilizes a cybersecurity risk management framework developed to protect the confidentiality, integrity, and availability of our critical systems and information and our customers' data.

Our cybersecurity risk management framework methodology is designed using industry best practices issued by the International Organization for Standardization and the National Institute of Standards and Technology. This framework, covering all in-house and third-party information systems we use and all activities of the employees and third parties we rely on, helps us assess, identify, and manage cybersecurity risks, including how we implement cybersecurity controls and how we measure the effectiveness of such controls to mitigate and remediate identified risks.

Key elements of our cybersecurity risk management framework include:

- a dedicated Governance, Risk and Compliance team within the cybersecurity unit, responsible for identifying potential business risks related to cybersecurity threats, managing cybersecurity risk assessment processes, assessing the effectiveness of cybersecurity controls, and following up on risk mitigation and remediation activities;
- a cross-functional approach that includes reporting to and coordinating with other key stakeholders in our business, including our information technology, business continuity management, legal and compliance teams and others, to keep them informed and involved as appropriate;
- an Information Security Risk Management Policy that applies to employees and other third parties we rely on and is reviewed and updated annually;
- recurring internal and third-party risk assessments for certain of our business unit teams, processes, and systems designed to identify potentially material cybersecurity risks;
- a third-party risk management program which addresses supply chain and third-party risks, including those arising throughout the lifecycle of a third-party vendor, from engaging in vendor due diligence prior to onboarding to ongoing vendor monitoring and cyber intelligence services, to vendor termination rights and other contractual protections with our third-party vendors;
- use of third-party service providers, where appropriate, to assess, test, or otherwise assist with aspects of our cybersecurity controls;
- a cybersecurity incident response plan that includes a 24/7 manned security operation center and procedures for responding to cybersecurity incidents and is reviewed and updated annually; and
- cybersecurity awareness practices to mitigate risk from human errors, including employee training during employee onboarding and on a regular and ad-hoc basis thereafter



Although we employ third-party due diligence, onboarding, and other procedures designed to assess the cybersecurity practices of third-party vendors and service providers (including risk assessments and contractual protections), our ability to monitor or control the cybersecurity practices of third parties is limited and there can be no assurance that we can prevent, detect, mitigate, or remediate the risk of any weakness, compromise, or failure in cybersecurity infrastructure owned or controlled by our third-party vendors and service providers. When we do become aware that a third-party vendor or service provider has experienced any weakness, compromise, or failure, we attempt to mitigate our risk, including by terminating such third party's connection to our systems and information where appropriate. For more information on risks related to third parties we rely on, please see "Risk Factors – We rely on third-party vendor relationships to deliver our business, may expose us to supply disruptions, cost increases, security vulnerabilities and cyberattacks."

We face ongoing and increasing cybersecurity risks, including from bad actors that are becoming more sophisticated and effective over time. For more information on risks related to cybersecurity, please see "Risk Factors – If our security measures for our software, hardware, services or cloud offerings are compromised and as a result, our data, our customers' data, our IT systems, or our customers' IT systems are accessed improperly, made unavailable, or improperly modified, our products and services may be perceived as vulnerable and it may materially affect our business and result in potential legal liability."

Governance – Board Oversight

Our Board of Directors conducts periodic reviews of our cybersecurity program, including cybersecurity risks, incidents, and mitigation strategies, based on reports and updates on status provided to our Audit Committee, Technology and Innovation Committee, and full Board of Directors by our Chief Information Security Officer ("CISO") and other members of our cybersecurity teams and other relevant executives on a regular and ad-hoc basis.

Our Board of Directors has overall oversight responsibility for our enterprise risk management, and delegates cybersecurity risk management oversight to the Audit Committee as part of the Company's enterprise risk management program and to the Technology and Innovation Committee as part of such committee's oversight of our technologies and systems.

The committees ensure that our management has processes and programs in place designed to identify and assess cybersecurity risks to which we are exposed and implements processes and programs designed to manage cybersecurity risks and mitigate and remediate cybersecurity incidents. The committees also report material cybersecurity risks to our full Board of Directors.



Governance – Role of Management

Management is responsible for assessing, identifying, and managing material cybersecurity risks on an ongoing basis, establishing processes to ensure that such cybersecurity risk exposures are monitored, putting in place appropriate prevention, detection, mitigation, and remediation controls and maintaining cybersecurity processes and programs. Our CISO is a senior manager reporting to our CFO.

Our CISO leads our cybersecurity program and supervises teams operating across different geographies supporting our cybersecurity functions designed to prevent, detect, mitigate, and remediate cybersecurity incidents. Our cybersecurity teams monitor the prevention, detection, mitigation, and remediation of cybersecurity incidents through a variety of technical, administrative, and operational measures, and regularly report to our CISO.

On an annual basis, and per request, our CISO provides reports and updates on the status of our cybersecurity program to our Board of Directors' committees, including reports and updates on material cybersecurity risks, based on our management's assessment of such risks, and all members of our Board of Directors are invited to join these sessions.

Our senior management has delegated the responsibility for ongoing governance of cybersecurity activities to a steering committee led by our CFO and our Group President of Technology. Based on reports provided by our CISO to our senior management on a quarterly and ad-hoc basis, the steering committee is gathered at least quarterly to review and track cybersecurity activities, risks, incidents, and projects.

5.10. Business conduct campaign training

All Amdocs employees and IRC contractors undergo mandatory business conduct training once a year via a comprehensive e-learning activity that educates on 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 & Data Protection
- Environment, Health and Safety
- Prevention of Sexual Harassment
- Unconscious Bias

In FY2025, we proudly reached a 100% employee and contractor completion rate in our Business Conduct Campaign.

Amdocs employees are required to complete a curriculum of 5 courses, which cover topics such as the Code of Ethics, cybersecurity, IP&SW compliance & data privacy, sanctions, inclusive behaviors and unconscious bias in the workplace, and on the use of reporting channels and Ethics hotline.

Employees in specific roles, including those in sales, pre-sales, procurement, legal, and finance, must undertake additional training focused on anti-corruption, anti-bribery and gifts, hospitality measures.

To successfully pass each course, participants are required to complete the entire e-learning session, successfully pass knowledge assessment questions, read the relevant policies, 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

As a company with global operations, we are required to comply with various labor and immigration laws throughout the world. Our employees in certain countries of Europe, and to a limited extent in Canada, Chile and Brazil, are protected by mandatory collective bargaining agreements. To date, compliance with such laws has not been a material burden for us. As the number of our employees increases over time in specific countries, our compliance with such regulations could become more burdensome.

A small number of our employees in Canada, our employees in Brazil and our employees in Chile have union representation. We have a works council body in the Netherlands and Germany which represents the employees (in Germany, only a portion of the employee population is represented), and with which we work closely to ensure compliance with the applicable local law. We also have an employee representative body in France, Finland and Indonesia.

5.12. Policy influence

Amdocs prohibits any organizationally sponsored political contribution activity. In 2025, 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 campaigns, organizations or groups of their choice.



5.13. Human rights

At Amdocs, we are committed to respecting and advancing internationally recognized human rights throughout our global operations, supply chain, and business relationships. Operating in approximately 90 countries, we recognize our responsibility to identify, prevent, mitigate, and address potential adverse human rights impacts in accordance with the **United Nations Guiding Principles on Business and Human Rights (UNGPs)**, the **UN Global Compact Principles**, the **Universal Declaration of Human Rights**, the **International Labour Organization (ILO) Core Conventions**, and applicable local laws and regulations.

Our commitment is reflected in our Human Rights and Labor Practices Statement, Modern Slavery Statement, Code of Ethics and Business Conduct, Supplier Code of Conduct, Anti-Bribery and Corruption Program, Privacy Framework, and Environment, Health and Safety policies. These standards apply to our employees, contractors, suppliers, business partners, and other parties connected to our operations.

5.13.1. Human rights governance

Human rights oversight is integrated into Amdocs' broader ESG and risk management framework. Accountability for human rights-related topics is shared across the Ethics & Compliance, People Relations, Procurement, Legal, Privacy, Security, Inclusion, Well-being, Payroll, and Environment, Health and Safety (EHS) functions.

Human rights risks are monitored through operational governance processes, compliance reviews, supplier due diligence activities, ethics investigations, labor practices oversight, health and safety programs, privacy governance, and enterprise risk management mechanisms.

5.13.2. Human rights due diligence and risk assessment

Amdocs applies a risk-based approach to human rights due diligence designed to identify, assess, mitigate, and monitor risks across our operations and value chain.

Our due diligence processes include:

- Assessment of labor practices and employment conditions across our global workforce
- Evaluation of potential modern slavery, forced labor, child labor, discrimination, harassment, privacy, health and safety, and ethical business conduct risks
- Supplier due diligence and qualification processes incorporating human rights and labor-related considerations.
- Risk assessments focused on higher-risk geographies, industries, and supplier categories
- Ongoing monitoring of legislative developments, stakeholder feedback, investigations, audits, and reported concerns
- Periodic review of controls and improvement actions to strengthen our human rights management framework

Human rights risks are also considered as part of supplier evaluation and procurement processes through established vendor qualification and due diligence mechanisms that assess issues including labor relations and compliance, business ethics, corruption risks, financial stability, sanctions exposure, data protection, and business continuity.



5.13.3. Fair employment and labor practices

Amdocs is committed to maintaining fair and responsible employment practices and ensuring that all work performed on our behalf is freely chosen.

We prohibit:

- Forced, bonded, involuntary, trafficked, prison, or indentured labor
- Child labor and any employment that violates minimum legal working age requirements
- Recruitment practices that involve worker-paid recruitment fees
- Any form of coercion, intimidation, or exploitation

We maintain a zero-tolerance approach toward forced labor, bonded labor, human trafficking, modern slavery, child labor, coercion, or exploitation. Employment at Amdocs is freely chosen, and we aim to treat employees fairly and respectfully in accordance with applicable laws and regulations.

Our employment practices support fair wages, working hours, benefits, and working conditions while promoting equal opportunity, career development, employee well-being, and a safe and respectful workplace. We regularly review our policies and practices to support compliance with legal requirements and alignment with international labor standards.

We also recognize the importance of freedom of association and collective bargaining and respect these rights in accordance with applicable laws in the jurisdictions where we operate.

Employment relationships are based on voluntary participation and governed in accordance with applicable laws and regulations.

Employment terms are communicated clearly and employees are free to terminate their employment subject to applicable notice requirements.

Amdocs seeks to comply with applicable wage, working hours, overtime, and benefits laws in countries where we operate. Global payroll governance processes support accurate and timely compensation while additional controls and monitoring activities continue to strengthen compliance with local labor requirements.

5.13.4. Inclusion and equal opportunity

We strive to create a workplace where all employees are treated with dignity, fairness, and respect.

Amdocs prohibits discrimination based on race, color, nationality, ethnicity, religion, age, disability, sex, sexual orientation, gender identity, veteran status, or any other legally protected characteristic.

Our approach includes:

- Equal opportunity employment practices
- Pay equity monitoring and analysis
- Recruitment and talent management processes
- Leadership accountability and awareness programs
- Education and training initiatives focused on inclusion, unconscious bias, and respectful workplace behaviors

5.13.5. Safe, healthy and respectful workplaces

Protecting employee health, safety, and well-being is a fundamental component of our human rights approach.

Our global EHS management system is aligned with internationally recognized standards, including ISO 45001, and include:

- Occupational health and safety risk assessments
- Workplace inspections and audits
- Emergency preparedness and response programs
- Health and safety training
- Ergonomic

Beyond physical safety, Amdocs promotes psychological safety and employee well-being through global well-being programs, well-being training, and manager-focused resources designed to support healthy and respectful work environments. [Please check for more details in chapter 2.4.](#)

5.13.6. Privacy as a human right

Amdocs recognizes privacy and data protection as fundamental human rights that are closely linked to individual dignity, autonomy, equality, and trust. We are committed to handling personal information responsibly and to respecting the privacy rights of individuals whose data we process through our business operations, products, and services.

To support this commitment, Amdocs maintains a global privacy program based on internationally recognized privacy principles and aligned with the requirements of the GDPR and other applicable privacy laws. Our governance framework, policies, training, monitoring activities, and dedicated privacy professionals help ensure that personal data is processed lawfully, transparently, securely, and responsibly throughout its lifecycle.

5.13.7. Responsible supply chain

Our commitment to human rights extends throughout our supply chain.

Amdocs expects suppliers and business partners to adhere to standards consistent with our own through our Supplier Code of Conduct.

Our responsible sourcing approach includes:

- Risk-based supplier qualification and due diligence
- Assessment of labor practices and labor law compliance
- Anti-bribery and corruption due diligence
- Sanctions screening
- Financial and business continuity assessments
- Contractual obligations and ongoing supplier engagement

Supplier risks are evaluated using a structured framework that considers labor compliance, ethical conduct, corruption controls, data protection, financial stability applied on a risk-triggered basis by category and deal type.

5.13.8. Grievance mechanisms and access to remedy

Amdocs is committed to ensuring that employees, contractors, suppliers, and other stakeholders have access to effective mechanisms to raise concerns without fear of retaliation.

We maintain multiple reporting and support channels, including managers, Human Resources, Ethics & Compliance representatives, and our global confidential Ethics Hotline, which is available 24 hours a day and allows anonymous reporting where permitted by law.

These channels support our Human Rights and Labor Practices framework and serve as an operational grievance mechanism for concerns related to:

- Human rights violations
- Labor practices
- Modern slavery risks
- Discrimination and harassment
- Health and safety matters
- Ethical misconduct
- Privacy-related concerns

Reported matters are reviewed and investigated through established procedures. Where issues are substantiated, corrective actions, remediation measures, process improvements, and disciplinary actions may be implemented as appropriate. Amdocs maintains a strict non-retaliation commitment for individuals who raise concerns in good faith.

5.13.9. Training, monitoring and awareness

To embed our human rights commitments across the organization, Amdocs provides mandatory annual training on ethics, business conduct, harassment prevention, privacy, information security, and related compliance topics. Additional targeted training is provided for managers, procurement professionals, suppliers, and other relevant stakeholders.

5.13.10. Continuous improvement

We continuously monitor the effectiveness of our human rights programs through policy reviews, investigations, audits, training completion rates, supplier assessments, compliance monitoring activities, risk management processes, and stakeholder feedback.

As our business evolves, we remain committed to strengthening our human rights due diligence processes, improving transparency, enhancing supplier engagement, and advancing responsible and ethical business practices throughout our value chain.

About this report

This report is written with reference to the Global Reporting Initiative (GRI) Universal Standard, the Sustainability 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 through June 2026, and ESG key metrics and indicators for FY2025 (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, 2024 – September 30, 2025. The data is collected at the end of the financial year, encompassing the operations and activities of Amdocs.

Amdocs environmental report covers approximately 99% of our business operations. GHG emissions, for the first time included emissions from 100% of employee activities, including Scope 1, Scope 2 and Scope 3 emissions and is 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 annual ESG report that continually presents our annual performance, providing clear and easily comparable data.

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

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

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Annex 1. ESG Data

Environment

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
GHG emissions	Scope 1**	tCO2e	1,928.61	2,026.45	2,175.46	1,327.42	1,141.70	1,455.21	992.86
	Scope 2 – location based	tCO2e	54,995.75	46,812.00	39,441.62	40,093.47	41,492.98	42,491.01	42,043.90
	Scope 2 – market based*	tCO2e	54,995.75	46,812.00	38,555.31	25,057.39	24,555.68	27,558.42	16,525.77
	Scope 3 – location based	tCO2e	100,004.16	50,611.00	28,413.78	41,440.59	52,029.88	50,193.45	54,356.35
	All scopes – location based	tCO2e	156,928.52	99,450.00	70,030.86	82,861.48	94,664.57	94,139.68	97,393.11
	All scopes – market based*	tCO2e	156,928.52	99,450.00	69,144.55	67,825.40	77,727.26	79,207.08	71,874.98
	Reduction of GHG emissions (Y2Y) (All scopes – market based)*	%	base year	36.6%	30.5%	1.9%	-15%	-2%	9.3%
	Target progress – Reach carbon neutrality on our Business Operations (Scope 1 & 2) by 2040 compared to the 2019 base year**	%	base year	14.2%	28.4%	53.6%	54.9%	49.0%	69.2%
	GHG emissions intensity per revenue (All scopes – market based)*	tCO2e/million USD	38.40	23.85	16.12	14.82	15.90	15.83	15.86

* From FY21 started dual-reporting of scope 2 emissions, FY19-FY20 same emissions location-based and market-based.

** Energy consumption for Scope 1 includes diesel consumption from Amdocs emergency generators and natural gas consumption for heating at some Amdocs sites.



	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Energy (Scope 1 and 2 emissions)	Total electricity consumption	MWh	103,874.18	94,557.43	84,480.37	86,982.09	93,766.95	93,371.85*	91,154.67
	% of absolute reduction in electricity consumption (Y2Y)	%	base year	9.0	10.7	-3.0	-7.8	0.4	2.4
	Total energy (Scope 1 and Scope 2 market based)	MWh	106,046.39	95,686.38	85,383.32	95,564.92	94,465.21	95,486.56*	92,138.77
	Total non-renewable energy (Scope 1 + 2 – fuel and electricity consumption)	MWh	95,568.58	86,089.25	68,994.59	48,953.52	39,232.19	27,520.96*	17,755.79
	Total renewable electricity consumption	MWh	10,477.81	9,597.13	16,388.73	46,611.40	55,233.02	67,965.60	74,382.98
	Percentage of total renewable energy	%	10.1	10.2	19.4	53.6	58.9	72.8*	81.6
	Data center energy usage	MWh	54,626.04	56,021.27	53,385.46	49,103.43	48,336.68	48,926.88	46,988.64
	Percentage of renewable energy on DCs	%	12.0	10.0	19.0	62.0	58.2	68.6	85.3
	Average PUE	PUE	1.74	1.63	1.56	1.54	1.59	1.59	1.60
Fuel consumption (Scope 3 - employee commuting)	Fuel consumption (gasoline for cars)	Million liters	2.62	0.54	1.50	1.54	1.68	1.60	1.38
	Fuel consumption (diesel for cars)	Million liters	1.18	0.29	0.96	0.89	0.70	0.26	0.09
Water	Total water withdrawal	Million cubic meters	0.20	0.09	0.05	0.06	0.14	0.15	0.16
Waste	Total waste disposed (including waste recycled, organic materials and landfilled waste)	Metric tons	4,789.26	2,987.99	2,568.57	2,504.92	2,984.59	2,552.96	2,643.03
	Total waste landfilled	Metric tons	4,629.26	2,854.69	2,383.54	2,374.39	2,822.61	2,408.39	2,453.27
	Total waste recycled (solid waste only)	Metric tons	160.00	133.30	185.03	130.53	161.98	144.56	188.47
	Total organic waste composted**	Metric tons							1.29

* Correction from the previous year's report

** First time reported in FY2025

Social

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Workforce	Total number of employees	People	24,516	25,875	28,552	31,855	29,593	28,161	26,969
	Senior Management	People	208	209	212	209	207	203	199
	Managers	People	3,000	3,000	3,151	3,670	3,561	3,464	3524
	Employees (permanent and temporary)	People	22,000	23,200	22,027	24,073	23,384	22,526	20,978
	Interns (*unpaid)	People		22		29	38	47	49
	Graduates	People		2,400	3,162	3,874	2,377	1,921	2219
	Number of full-time employees	People	24,516	25,875	28,552	31,855	29,593	28,161	26,969
	Number of external employees absorbed as employees of the company	People	401	28	411	393	177	194	183
Employee engagement and development	% of employees working for at least 3 years	%	60.5	58	49.6	55.0	51.1	56.57	75
	Average tenure at Amdocs	Years	6.3	6.17	5.75	5.31	6.31	6.29	6.41
	Amount spent per full-time employee on training and development	USD	457	388	359	332	339	340	340
	% of positions filled internally	%		39.4	40.1	42.1	46.2	49.7	50.7
	Employees who participated in courses advancing their business skills	# employees			3,513	4,280	6,000	4,525	4,000+
	% of employees who chose to participate in learning and development programs	%		82	88	89	92	91.5	89

* Data only for Israel

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

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Employee engagement and development	Employee Engagement Survey	%		79	No survey	83	No survey	Available data of FY2024 survey in section 2.2.2.	Available data of FY2025 survey in section 2.2.2.
Diversity	% of female share of total workforce	%	30.7	30.8	32	32.7	32.6	32.1	32.3
	Females in all management positions, including: junior, middle and senior management	% of total management workforce	24	23	25	25.4	25	24.9	23
	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	31.3	30.6
	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	27.0	27	24.4
	% of women among the new hires in software engineering	%	29	25.8	27	28.88	22	26.3	28.9
	% of women in software testing company-wide	%	37	40	43	45	45.8	44.5	46.1
	% of women among the new hires in software testing	%	42	41.7	47	47	49.4	40.7	45.8
	% of women product managers and owners	%			33	34.7	34	33.8	35
	% tech roles held by women	%			29	29.4	29.5	29.3	28.5
	% women in tech graduate population	%			38	35	31	36.2	38.4
	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	24	17
	Share of women in STEM-related positions (as % of total STEM positions)	%		27.4	28.3	29.3**	29.1	29	28.5
	% of Arabs working at Amdocs Israel	% out of employees in Israel	5	5	More than 10%	8.6	8.6	8.6	8.4



	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	% of new hires in Israel from Arab society	%		11	11	13	12	10	10
	Baby boomers generation in Amdocs global workforce*	% of total workforce		4.1	4	3.1	2.9	3	1.9
	Generation X in Amdocs global workforce	% of total workforce		28.3	26	22.5	22.7	21.2	21.1
	Generation Y in Amdocs global workforce	% of total workforce		54.3	50	46.5	45.9	44.4	44.2
	Generation Z in Amdocs global workforce	% of total workforce		13.3	20	27.9	28.5	31.5	32.7
	American Indian or Alaska Native (Not Hispanic or Latino)*	% of total workforce in the U.S.			0.17	0.17	0.23	0.29	0.28
	Asian (not Hispanic or Latino)*	% of total workforce in the U.S.			23.53	24.56	25.38	26.90	29.77
	Black or African American (Not Hispanic or Latino)*	% of total workforce in the U.S.			3.05	3.67	3.44	4.30	4.46
	Hispanic or Latino*	% of total workforce in the U.S.			3.60	4	4.33	6.51	5.41
	Native Hawaiian/Other Pacific Islander (Not Hispanic or Latino)*	% of total workforce in the U.S.			0.22	0.19	0.16	0.12	0.11
	White*	% of total workforce in the U.S.			68.83	66.79	65.83	61.27	59.31
	Middle Eastern or North African*	% of total workforce in the U.S.							0.06

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

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
	Two or More Races*	% of total workforce in the U.S.			0.60	0.62	0.63	0.62	0.61
	American Indian or Alaska Native (Not Hispanic or Latino)*	% of total management workforce in the U.S.			0	0	0.13	0.38	0.13
	Asian (not Hispanic or Latino)*	% of total management workforce in the U.S.			29.35	28.85	30.53	26.35	34.95
	Black or African American (Not Hispanic or Latino)*	% of total management workforce in the U.S.			2.26	3.08	2.54	2.74	2.36
	Hispanic or Latino*	% of total management workforce in the U.S.			2.66	3.08	3.05	3.50	2.49
	Native Hawaiian/Other Pacific Islander (Not Hispanic or Latino)*	% of total management workforce in the U.S.			0.13	0.25	0.13	0.19	0.13
	White*	% of total management workforce in the U.S.			65.60	64.36	63.49	66.10	59.03
	Middle Eastern or North African*	% of total management workforce in the U.S.							0.26
	Two or More Races*	% of total management workforce in the U.S.			0	0.37	0.13	0.75	0.65

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

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Health and Safety	% of vehicle fleet that caused accidents with damage over \$800	%	26.7	21.2	22.5	26.9	26.6	27.80	23.8
	DART Rate*	Rate**	0.034	0.012	0.036	0.021	0.044	0.01	0.026
	Severity Rate*	Rate****	6.8	8.5	12	3	27	31	20
	SIF (Serious Incident or Fatality)*	#	0	0	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	902,067	1,006,812
	Equipment donated	Computers, Equipment, Furniture		2,000+	2,000	2,100	11,229	2,041	2,571
	Volunteering hours by Amdocs Employees	Hours		5,000	5,000	15,000	30,000	26,000	50,000

* The health and safety KPIs presented in this report reflect data from Amdocs employees at sites included within this EHS management system scope.

** 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.

*** Hours calculated as an average working hours of employees per year (200 days * 8 hours a day).

**** Total number of lost days /total number of recordable incidents.

Governance

	Indicator	Units	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Corporate governance	Number of executive directors		2	2	1	1	1	1	1
	Number of independent directors		9	7	10	9	9	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	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	75% at least	75% at least
Ethics	% of employees that complete the ethical training	%	100	100	100	100	100	100	100
Tax	Earnings before tax	(thousands of \$)	567,887	583,322	814,306	648,406	636,361	591,071	693,242
	Reported taxes	(thousands of \$)	88,441	85,482	125,932	98,905	93,399	94,750	125,473
	Cash taxes paid	(thousands of \$)	75,790	45,398	146,442	80,419	156,386	187,513	122,416
Customer satisfaction	Number of customers that Amdocs surveyed along the year		60	59	72	71	73*	76	73
	Number of respondents for Amdocs surveys			1,669	1,517	1,595	1,457	1,587	1,651
	% of surveyed customers that were surveyed face-to-face or through phone	%	55	57	61	52	57	44	46
	% of Truly Loyal Respondents in the reporting year	%	67	67	72	67	65	71	70

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
	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.	• Corporate citizenship and community projects
	3.8 – Achieve universal health coverage, including financial risk protection, access to quality essential healthcare services and access to safe, effective, quality and affordable essential medicines and vaccines for all.	• Supporting our employee's mental and physical health • Health and safety • Responsible and sustainable supply chain • Digital inclusion CSR initiatives
	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. 4.5 – Ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations. 4.7 – Ensure all learners acquire 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.	• Inclusivity • Employee development • Corporate citizenship and community projects • Digital inclusion • Tech for Good platform

UN SDGs	Linking SDGs and SDG targets with Amdocs focus areas	Reference on how Amdocs supports this SDG
	5.1 – End all forms of discrimination against all women and girls everywhere. 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.	• Inclusivity • Corporate citizenship and community projects • Inclusion in our supply chain
	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. 8.4 – Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation. 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. 8.6 – Substantially reduce the proportion of youth not in employment, education or training.	• Our learning and development programs • Corporate citizenship and community projects • Digital inclusion • Our governance • Corruption and bribery • Ethics • Responsible supply chain • Environmental management • Our climate-related commitments • Core membership • Products & services sustainability and accessibility • Accelerating innovation • Responsible AI

UN SDGs	Linking SDGs and SDG targets with Amdocs focus areas	Reference on how Amdocs supports this SDG
	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. 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. 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. 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.	• Products & services sustainability and accessibility • Environmental principles of our products and services • Accelerating innovation • Products and services that promote digital inclusion • Tech for Good platform • Corporate citizenship and community projects • Accelerating innovation • Responsible AI
	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. 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.	• Inclusivity • Products and services that promote digital inclusion • Corporate citizenship and community projects • Responsible supply chain

UN SDGs	Linking SDGs and SDG targets with Amdocs focus areas	Reference on how Amdocs supports this SDG
	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. 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.	• Products and services that promote digital inclusion • Products & services sustainability and accessibility • Environmental principles of our products and services • Corporate citizenship and community projects • Environmental management • Our climate-related commitments • Core Membership • Energy management • Calculating our GHG emissions • Employee and community environmental impact • Accelerating innovation • Responsible AI
	12.2 – Sustainable management and efficient use of natural resources. 12.a – Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production. 12.5 – Substantial waste generation reduction through prevention, recycling and reuse. 12.6 – Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.	• Calculating our GHG emissions • Tech for Good platform • Products & services sustainability and accessibility • Environmental management • Our climate-related commitments • Energy management • Environmental principles of our products and services • Employee and community environmental impact • Responsible AI

UN SDGs	Linking SDGs and SDG targets with Amdocs focus areas	Reference on how Amdocs supports this SDG
	13.1 – Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries. 13.3 – Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.	• Calculating our GHG emissions • Scope 3 emissions • Products & services sustainability and accessibility • Environmental principles of our products and services • Tech for Good platform • Environmental management • Our climate-related commitments • Core membership • Energy management • Employee and community environmental impact • Responsible AI • Responsible supply chain
	16.5 – Substantially reduce corruption and bribery in all their forms.	• Ethics • Our corporate policies • Corruption and bribery • Responsible AI • Purchasing and finance support chat • Risk management
	17.3 – Mobilize additional financial resources for developing countries from multiple sources. 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. 17.17 – Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnership.	• Products and services that promote digital inclusion • Tech for Good platform • Environmental principles of our products and services • Responsible supply chain • Corporate citizenship and community projects • Our climate-related commitments • Employee and community environmental impact • Products & services sustainability and accessibility • Customer satisfaction

Annex 3. UN Global Compact Index

Amdocs is a signatory to the UN Global Compact. The table below maps the ten Global Compact principles against Amdocs' policies and this report's content.

Pillar	Principle	Linking Global Compact principles with Amdocs focus areas
Human Rights	Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.	• Human Rights and Labor Practices Statement • Human Rights
	Principle 2 Make sure that they are not complicit in human rights abuses.	• Human Rights and Labor Practices Statement • Code of Ethics and Business Conduct
Labor	Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	• Our Corporate Policies • Collective Bargaining Agreements • Supplier Code of Conduct • Human Rights
	Principle 4 Businesses should uphold the elimination of all forms of forced and compulsory labor.	• Human Rights and Labor Practices Statement • Human Rights • Human rights and Modern Slavery • Code of Ethics and Business Conduct • Supplier Code of Conduct
	Principle 5 Businesses should uphold the effective abolition of child labor.	• Human Rights and Labor Practices Statement • Human Rights • Human rights and Modern Slavery • Code of Ethics and Business Conduct • Supplier Code of Conduct
	Principle 6 Businesses should uphold the elimination of discrimination in respect of employment and occupation.	• Inclusivity • Human Rights and Labor Practices Statement • Code of Ethics and Business Conduct



Pillar	Principle	Linking Global Compact principles with Amdocs focus areas
Environment	Principle 7 Businesses should support a precautionary approach to environmental challenges.	• Our environment • Responsible and Sustainable Supply Chain • Annex 4
	Principle 8 Businesses should undertake initiatives to promote greater environmental responsibility.	• Our environment • Responsible and Sustainable Supply Chain • Annex 4
	Principle 9 Businesses should encourage the development and diffusion of environmentally friendly technologies.	• Products & Services sustainability and accessibility • Generative AI as an environmental innovator
Anti-Corruption	Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.	• Our corporate policies (Third-Party Anti-Bribery and Corruption Procedure) • Corruption and bribery

Annex 4. Amdocs' Climate Disclosure according to the TCFD

This 2026 update builds on our previously published Climate Disclosure and outlines how Amdocs addresses our climate-related issues. Our disclosure is structured in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

Climate governance

At Amdocs, our global ESG Strategy is led 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 Climate strategy, review compliance and risk assessments, and evaluate how effectively we implement it throughout the company. The execution and advancement of Amdocs' long-term Climate strategy are managed by the CSS and Environment, Health & Safety teams. These teams consist of dedicated professionals focused on specific sustainability topics.

The application of our Climate strategy across all corporate functions and business units is led by domain-specific experts within each team. Ideas and proposals for projects or initiatives also emerge from our employees. 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 core team and Amdocs' CFO, we have been working on expanding our low-carbon transition plan.

ESG is consistently on the agenda during Amdocs' quarterly Board of Directors' meetings. These topics, especially those intertwined with climate-related risks and opportunities and Amdocs' efforts in those areas, are discussed as part of our business strategy. Foremost, in 2022, both our CEO and CFO & COO led Amdocs' first ESG webinar, detailing our ESG journey to date, our roadmap for the future, and the role of our people, products, and services. Building on this momentum, we held another ESG investor 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 Well-being – ESG), and Mathew Smith (Head of Investor Relations). This session provided an in-depth look at 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, see [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 3-15 years – In line with our long-term Climate Targets

As part of our climate risk assessment, we have identified our climate-related 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, and to understand how different climate-related scenarios could impact Amdocs over various time horizons, we used transitional and physical scenarios.

The following table shows the main results of our analysis. The assessment considers a broad range of transitional risks, including regulatory, market, technological, and reputational developments associated with the transition to a lower-carbon economy, as well as climate-related opportunities. As part of our ongoing efforts to strengthen climate resilience, Amdocs has expanded its physical climate risk assessment across global operations. The assessment evaluates both acute and chronic physical hazards, including floods (river, urban, and coastal), tropical cyclones, tornadoes, wildfires, extreme heat, water scarcity, earthquakes, landslides, tsunamis, volcanic activity, and long-term sea level rise scenarios through 2100. As part of the physical risk assessment process, we also evaluate site-level mitigation measures, emergency preparedness capabilities, and business continuity arrangements to identify potential gaps and strengthen resilience against current and future climate-related risks.

In parallel, we assess the proximity of operational sites to environmentally sensitive areas, including Key Biodiversity Areas (KBAs), Important Bird and Biodiversity Areas (IBAs), and Alliance for Zero Extinction (AZE) sites.

This review is being led by the EHS and CSS departments and shall be aligned with Amdocs Business Continuity and Risk Management teams. This cross-functional approach supports the integration of climate considerations into enterprise risk management, business continuity planning, and operational decision-making.

Additionally, Amdocs has been reporting climate-related information to the CDP Climate Change Program for over 15 years and has adjusted the disclosure of our risk management to reflect our adoption of the TCFD guidelines.

We are advancing our climate disclosure agenda by providing comprehensive, comparable environmental data in our formal public reports and elevating climate-related risk management to the board of directors' consideration.

Climate risk	Scenario analysis used	Impacts (assuming no mitigation)	Business Strategy (mitigation and response)
Transitional Risks	2°C or below 2°C 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). The scenarios are modeled out to 2050 to align to the Paris agreement and other net zero 2050 targets.	• Regulatory changes – Updated energy efficiency regulatory standards might be applicable to buildings and service sectors and should be expected in a short term to promote rapid energy savings. This might impact energy costs and may require investment in energy efficiency measures for key energy-consuming systems (e.g., DCs, AC systems). In addition, radical regulatory change or over regulation (climate/carbon related) may impact the ability to do business – Amdocs shall assume that CO2e pricing will increase in developed economies from 2025 onwards. • Market changes and Environmental Reporting (Reputation) – Shifts in ESG preferences of our key stakeholders may impact our ability to do business (customers, investors, reporting indices such as Dow Jones Sustainability Index, Sustainalytics, CDP, EcoVadis). Increased pressure to set Net Zero targets will lead to increased costs and/or difficulties in obtaining renewable energy and carbon offsetting (limitations due to market demand and/or higher pricing). On the other hand, probable shifts in energy supply are assumed under all scenarios evaluated. Together with ongoing technological advances, the anticipated result is more rapid adoption and wider renewable energy options, most notably solar energy, which is the most probable option for the relevant regions where we have higher energy consumption operations (Israel, USA and India).	• Regulatory changes – Amdocs manages an extensive list of local regulations considering environmental aspects for every site, and reviews global regulatory trends on emerging regulations on a regular basis. Our process consists of reviewing the regulations on a yearly basis, determining their applicability and our compliance status, and in case there is non-compliance we strive to immediately develop a plan to cover the gaps found. By mapping emerging regulations, we aim to identify and prepare for possible market shifts in advance. • Market changes and Environmental Reporting (Reputation) 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 (as 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. 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 commitments in levels required to meet the goals of the Paris Agreement. Recently, the board 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.



Climate risk	Scenario analysis used	Impacts (assuming no mitigation)	Business Strategy (mitigation and response)
Physical Risks	Below 2°C, 2°C and above 2°C We used physical scenarios under the IPCC Special Report: Global Warming of 1.5°C, which include RCP2.6, RCP4.5, RCP6.0 and RCP8.5. The scenarios are modeled out to 2050 to align to the Paris agreement and other net zero 2050 targets.	• Business Continuity/Disaster Recovery Planning – 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 in electricity consumption and the need for AC systems redundancy.	• Business Continuity/Disaster Recovery Planning – 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 resulting from extreme temperatures are mitigated by our BCP and Data Center teams (infrastructure adaptation and redundancy)

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 has 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. Recognizing the potential of these opportunities, Amdocs has invested in the development of sustainable products and related market intelligence, enabling us to further identify and pursue emerging market 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 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 innovative cooling technologies at our data centers located in areas with extremely hot summer weather. By upgrading features such as our chillers and hot-air corridors in data center buildings, Amdocs can create more resilient, energy-efficient data centers
- Moreover, Amdocs has lately invested in operations at new Amdocs Campuses in Israel and India with LEED certifications and design principles focused on sustainability and employee well-being. The office projects incorporate several energy- and water-efficiency measures, as well as alternative transportation solutions to reduce carbon emissions and traffic congestion
- 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 increase in taxation on energy or fuel as being between 5% and 10%. Climate change, the introduction of a carbon tax, and new regulations or reporting requirements may require an annual increase in the cost of carbon emissions management to remain compliant
- Amdocs is gradually changing the approach for employee commuting options. Since FY2018, Amdocs has encouraged our employees to use and promote alternative transportation solutions, such as carpooling (with reserved parking), shuttles from train stations, optimization of bus and shuttle services in India, and bicycles/scooters. To support the uptake of sustainable transport, we provide infrastructure such as parking spaces, compressors, chargers and showers at Amdocs sites. Those efforts continue to expand to this day. In addition, Amdocs had set a target to have 80% of our vehicle fleet be hybrid/plug-in/electric by FY2025. As of 2025 year end, we have already achieved approximately 85% of our car fleet being hybrid, plug-in, or electric, marking considerable progress towards our sustainability objectives
- Furthermore, Amdocs' Travel Wise Program to reduce business travel from all business units worldwide is monitored by a strategic committee headed by Amdocs CFO and encourages managers and employees to re-evaluate the need for travel. The committee also reviews and guides the program's strategy and major plans of action. After the COVID-19 outbreak, Amdocs has decided not to return to "business as usual". We have implemented an even stricter travel policy and strengthened efforts to implement and use advanced IT solutions, such as virtual meetings and collaboration tools, to minimize international travel. As a result, overall emissions from business travel alone have decreased by 69.5% compared to FY2019 emissions (our baseline year)



- 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, in the case of extreme changes in precipitation in North America associated with severe weather systems, there is a risk of damage to property and to our ability to operate under these conditions. We seek to 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) to respond to natural calamities, such as extreme weather conditions, floods, earthquakes and fires. There is no incremental cost for managing this risk
- Amdocs has established long-term climate targets to achieve carbon neutrality across its business operations (Scope 1 and Scope 2 emissions) and source 100% of its electricity consumption from renewable energy sources by FY2040 through a variety of procurement strategies. To support these commitments, Amdocs is implementing a phased renewable electricity strategy focused on increasing renewable energy procurement across its global operations through a combination of financial power purchase agreements (PPAs), renewable electricity supply contracts, and unbundled renewable energy certificates. Since January 2024, Amdocs' main campus in Israel has operated on 100% renewable electricity, while additional sourcing programs for renewable electricity have been implemented across key sites in Europe, India, and North America. As a result of these efforts, renewable electricity represented 81.6% of Amdocs' total global electricity consumption in FY2025, compared to 72.8% in FY2024 and 19.4% in FY2021. These actions have contributed significantly to reducing the company's Scope 2 emissions and support the continued transition toward a lower-carbon operating model. Looking ahead, Amdocs intends to further expand renewable electricity procurement by expanding to other major operational sites in India and North America by the end of 2035, reaching 90%, and gradually transition smaller locations to renewable electricity to attain 100% by the end of 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 conduct risk assessments of our direct operations, supply chains and value chains. We also conduct climate change scenario analysis to assess the resilience of our strategies to warming scenarios and simulate the future impacts 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 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 through a detailed management and mitigation plan, which is presented to and approved by the board.

Amdocs' BCM team (Business Continuity Management) conducts risk identification and management, identifying threats that could directly impact Amdocs' physical and operational assets and business. Threat assessments are conducted in accordance with ISO 31000 guidelines and certified to the ISO 22301 business continuity management standard. Mitigation plans, including those for climate-related risks, are presented to management, who decide whether to invest in technologies, system duplication and 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 regulations for every site under the Global EHS Management System, which are considered significant with respect to EHS matters. Our process consists of reviewing each regulation annually and determining whether it applies to Amdocs and the specific site, reviewing the local status of compliance, and, in the event of non-compliance, immediately developing a plan to cover any 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 growing customer demand for solutions that 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 our customers' environmental performance. Amdocs offers and will continue to develop a range of innovative products and services (please see [4.2 Products & services sustainability and accessibility](#)). Amdocs continues its efforts to build a responsible supply chain as part of our commitment to providing safe and healthy work environments, ensuring sustainable operations, and positively influencing our business partners to improve their social and environmental performance.

Metrics and Targets

Amdocs is certified with ISO 14001:2015 Environmental Management system, which requires 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 in our Business Operations (Scope 1 & 2) by 2040
2. Reach 100% Electricity from Renewable sources by 2040

We are working to expand our low-carbon transition plan into a business model compatible with a net-zero carbon economy in the near future. Our strategy on how to address those targets, key metrics and performance is detailed in the Environmental chapter.

Annex 5. GRI Disclosures Index

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	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 20-F
		2-3	Reporting period, frequency and contact point	Disclosed	About this report
		2-4	Restatements of information	Disclosed	About this report Health and safety (KPI scope clarified to exclude FSOs, customer sites and remote workers; targets updated from FY2025 to FY2026); Our climate performance (Scope 3 reporting boundary expansion); Annex 1: Workforce breakdown for FY2024
		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	Disclosed	Our People, Annex 1
		2-8	Workers who are not employees	Disclosed	Annex 1

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Disclosed / Not Disclosed	Location in the Report
General Disclosure 2 (Required)	Governance	2-9	Governance structure and composition	Disclosed	Our governance, Board of Directors
				Disclosed	Our governance, Board of Directors
		2-10	Nomination and selection of the highest governance body	Disclosed	Amdocs corporate governance guidelines
		2-11	Chair of the highest governance body	Disclosed	Our governance, Board of Directors
		2-12	Role of the highest governance body in overseeing the management of impacts	Disclosed	Amdocs corporate governance guidelines
		2-13	Delegation of responsibility for managing impacts	Disclosed	Amdocs corporate governance guidelines
		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	Amdocs Code of Ethics and Business Conduct
		2-17	Collective knowledge of the highest governance body	Disclosed	Our governance
		2-18	Evaluation of the performance of the highest governance body	Disclosed	20-F
		2-19	Remuneration policies	Disclosed	20-F
		2-20	Process to determine remuneration	Disclosed	Amdocs corporate governance guidelines
		2-21	Annual total compensation ratio	Partially Disclosed	20-F

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	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, Risk Management
		2-26	Mechanisms for seeking advice and raising concerns	Disclosed	Amdocs Code of Ethics and Business Conduct
		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
Economic 200	Economic performance	201-1	Direct economic value generated and distributed	Disclosed	20-F
		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	Confidentiality constraints
	Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not disclosed	Confidentiality constraints

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Disclosed / Not Disclosed	Location in the Report
Tax 207	Tax	207-1	Approach to tax	Disclosed	Amdocs global tax strategy Tax Compliance
		207-2	Tax governance, control, and risk management	Disclosed	Amdocs global tax strategy Tax Compliance
		207-3	Stakeholder engagement and management of concerns related to tax	Disclosed	Tax compliance
Environmental (300)	Energy	302-1	Energy consumption within the organization	Disclosed	Scope 2 emissions and energy management
		302-3	Energy intensity	Disclosed	Scope 2 emissions and energy management
		302-4	Reduction of energy consumption	Disclosed	Scope 2 emissions and energy management
		302-5	Reductions in energy requirements of products and services	Disclosed	Scope 2 emissions and energy management
	Water	303-1	Interactions with water as a shared resource	Disclosed	Purchased goods and services
		303-2	Management of water discharge-related impacts	Disclosed	Purchased goods and services
		303-3	Water withdrawal	Disclosed	Annex 1
		303-5	Water consumption	Disclosed	Purchased goods and services
	Biodiversity	304-3	Habitats protected or restored	Disclosed	Employee and community environmental impact
	Emissions	305-1	Direct (Scope 1) GHG emissions	Disclosed	Our climate performance – Scope 1 emissions
		305-2	Energy indirect (Scope 2) GHG emissions	Disclosed	Our climate performance – Scope 2 emissions and Energy management

GRI Chapter	GRI Standard Title	GRI Disclosure Number	GRI Disclosure Title	Disclosed / Not Disclosed	Location in the Report
Environmental (300)	Emissions	305-3	Other indirect (Scope 3) GHG emissions	Disclosed	Our climate performance – Scope 3 emissions
		305-4	GHG emissions intensity	Disclosed	Our climate performance
		305-5	Reduction of GHG emissions	Disclosed	Our climate performance
	Waste	306-1	Waste generation and significant waste-related impacts	Disclosed	Waste generated in operations
		306-2	Management of significant waste-related impacts	Disclosed	Waste generated in operations
		306-3	Waste generated	Disclosed	Waste generated in operations
		306-4	Waste diverted from disposal	Not Disclosed	Information unavailable or incomplete
		306-5	Waste directed to disposal	Not Disclosed	Information unavailable or incomplete
Social (400)	Employment	401-1	New employee hires and employee turnover	Not Disclosed	Confidentiality constraints
		401-3	Parental leave	Disclosed	Employees benefits
	Occupational health and safety	403-1	Occupational health and safety management system	Disclosed	Health and safety
		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	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 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)
	Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Disclosed	Inclusivity, Board of Directors, Annex 1
		405-2	Ratio of basic salary and remuneration of women to men	Disclosed	Pay Equity Report on Amdocs.com
	Non-discrimination	406-1	Incidents of discrimination and corrective actions taken	Not Disclosed and Relevant	Confidentiality constraints
	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	Confidentiality constraints
	Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area	Disclosed	20-F

Annex 6. SASB Disclosures Index

Table 1. Sustainability Disclosure Topics & Accounting Metrics

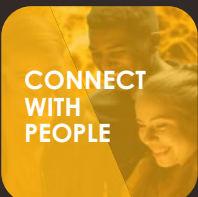
Topic	Accounting Metric	Disclosed / Not Disclosed	Location of Disclosure	Code
Environmental Footprint of Hardware Infrastructure	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	Partially Disclosed	Scope 2 emissions and energy management	TC-SI-130a.1
	(1) Total water withdrawn (2) Total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Partially Disclosed	Purchased goods and services	TC-SI-130a.2
	Discussion of the integration of environmental considerations into strategic planning for data center needs	Disclosed	Products & services sustainability and accessibility	TC-SI-130a.3
Data Privacy & Freedom of Expression	Description of policies and practices relating to behavioral advertising and user privacy	Disclosed	Ethics	TC-SI-220a.1
	Number of users whose information is used for secondary purposes	Not Disclosed		TC-SI-220a.2
	Total amount of monetary losses as a result of legal proceedings associated with user privacy	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	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	Not relevant to Amdocs		TC-SI-220a.5

Topic	Accounting Metric	Disclosed / Not Disclosed	Location of Disclosure	Code
Data Security	(1) Number of data breaches (2) Percentage involving personally identifiable information (PII) (3) Number of users affected	Not Disclosed		TC-SI-230a.1
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	Disclosed	Cybersecurity risk management and strategy	TC-SI-230a.2
Recruiting & Managing a Global, Diverse & Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	Not relevant to Amdocs		TC-SI-330a.1
	Employee engagement as a 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	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	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	Not Disclosed		TC-SI-550a.1
	Description of business continuity risks related to disruptions of operations	Not Disclosed		TC-SI-550a.2



Accounting Metric	Disclosed / Not Disclosed	Location of Disclosure	Code
(1) Number of licenses or subscriptions, (2) Percentage cloud based	Not Disclosed		TC-SI-000.A
(1) Data processing capacity, (2) Percentage outsourced	Not Disclosed		TC-SI-000.B
(1) Amount of data storage, (2) Percentage outsourced	Not Disclosed		TC-SI-000.C

Annex 7. Employer Brand Index

Employer Brand Pillars	Pillar description	References to each Pillar
 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.	• Digital inclusion CSR initiatives • Sustainability through technologies • Corporate citizenship and community engagement projects • Employee and community environmental impact
 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.	• Digital inclusion • Employee engagement and well-being • Employee development • Accelerating innovation • Employee and community environmental impact
 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.	• Employee engagement and well-being • Employee development • Generative AI as an environmental innovator • Employee Benefits
 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.	• Inclusivity • Digital inclusion • Green office operations • Employee and community environmental impact • Corporate citizenship and community projects



Amdocs helps the world's leading communications and media companies deliver exceptional customer experiences through reliable, efficient, and secure operations at scale. We provide software products and services that embed intelligence into how work runs across business, IT, and network domains – delivering measurable outcomes in customer experience, network performance, cloud modernization, and revenue growth. With our talented people, and more than 40 years of experience running mission-critical systems around the globe, Amdocs runs billions of transactions daily. Our technology is relied on every day, connecting people worldwide and advancing a more inclusive, connected world. Together, we help those who shape the future to make it amazing.

Amdocs is listed on the NASDAQ Global Select Market (NASDAQ: DOX) and reported revenue of \$4.53 billion in fiscal 2025.

For more information, visit www.amdocs.com

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