

Sustainability Report

2022



5CA

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Foreword from the board



Otto van Haaren
CEO & Founder



David Bos
CTO & CCO



Robert van Diem
COO

We take great pride in presenting 5CA's first sustainability report for the year 2022, which showcases our commitment to delivering exceptional results for our clients through our remote community. The sustainability report is structured around four impact areas: well-being and social belonging, learning, equity and inclusion, and our environmental footprint.

Our people are at the heart of our operations, and at 5CA, we are deeply committed to the well-being and health of our employees. We are dedicated to fostering a diverse and inclusive culture. Also, we acknowledge that climate change poses a global threat, and with this report, we have started measuring our carbon footprint. We will explore and implement effective methods to mitigate our carbon emissions.

In the upcoming year, we are focused on gaining deeper insights into our sustainability performance and implementing tangible improvements to ensure a positive and enduring impact on both people and the planet

2022 highlights

Our community

1836
workers¹

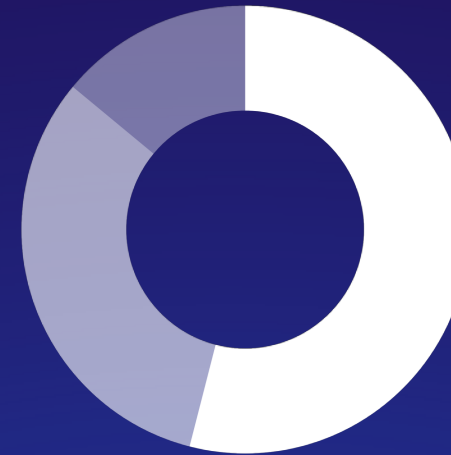
94 countries
of residence

98.6%
working from home²

25%
female³

5CA's Markets

Gaming	54%
Digital Services	32%
Consumer Electronics	14%



Working with our clients

6.4 million
customer tickets solved

provided support in
21 languages

85% quality
score

Worked with
26 clients

¹ Average amount of workers over 2022, including agents & staff members

² Calculated by anonymized check-in data from our single office

³ Data availability of 89% of our workforce

Remote customer support

5CA is a global customer support company specializing in inbound customer support to various markets, including gaming, digital services, and consumer electronics. Our business activity involves delivering customer support in multiple languages across different time zones.

Our agents work fully remotely which enables us to globally attract a highly skilled and diverse workforce and to match agents to the brands they are passionate about representing. 5CA's has one physical office located in Utrecht which is used for a part of our supporting functions to coordinate the operations.

With a dedicated Technology department, 5CA develops data analytics, AI, automation, and platform solutions. We utilize these tools and insights to deliver excellent customer support in a smart and efficient way.



Our operating model

The leadership team is responsible for making decisions that guide the organization's overall direction. Working closely with the core team, they oversee day-to-day operations, coordinate supporting functions and ensure the organization is prepared to adapt to changing circumstances.

Our operations are overseen by operations managers who facilitate each client's needs, with team leads appointed for larger projects to ensure effective management. All our operations staff report to the Operations Director. Additionally, our functional managers' report directly to their respective leadership team managers.

5CA works remotely using Azure Virtual Desktop and COPC-verified workforce management processes that enables optimal productivity and improves efficiency.

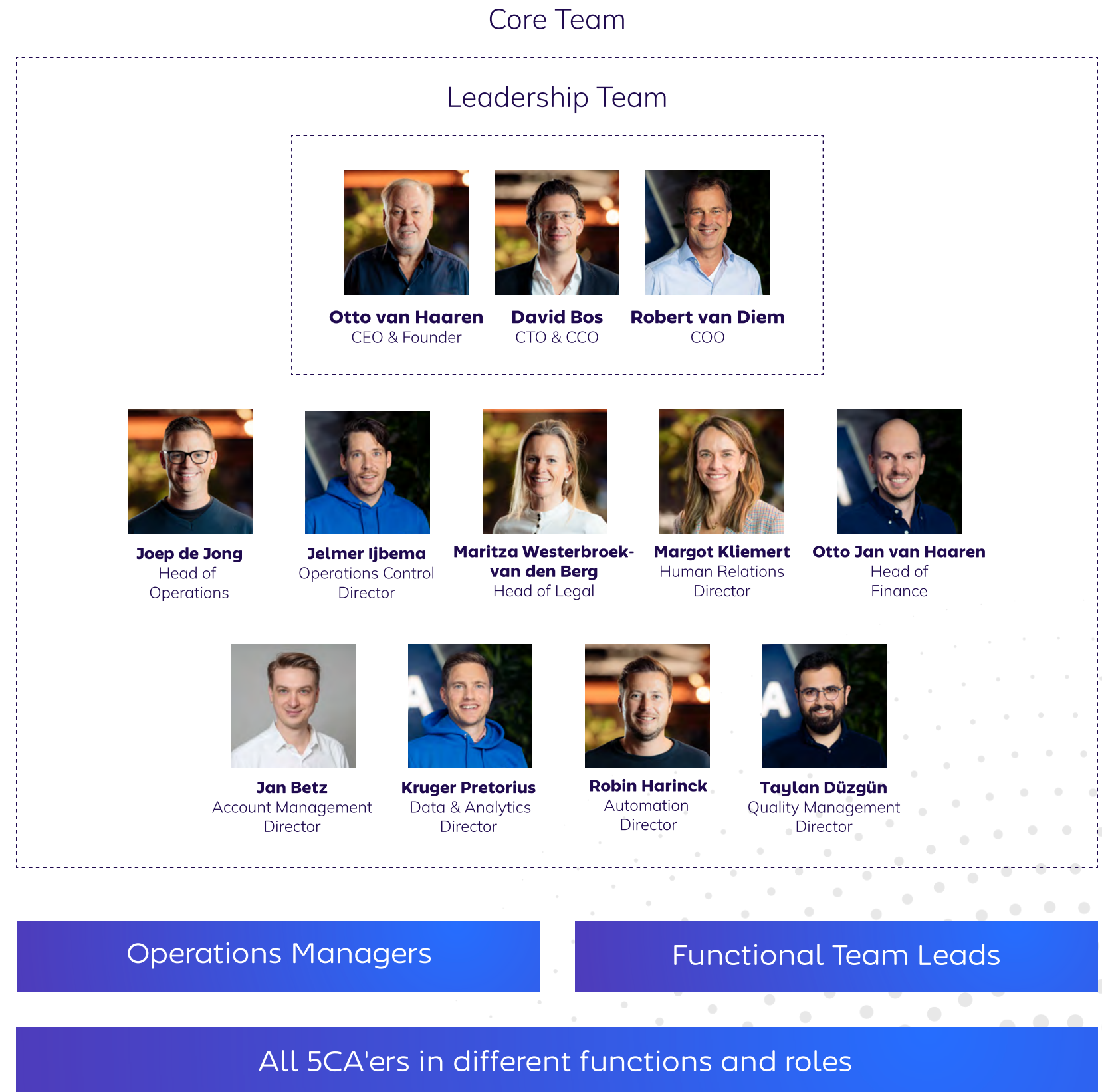


Figure 1: Organisational structure

Impact areas

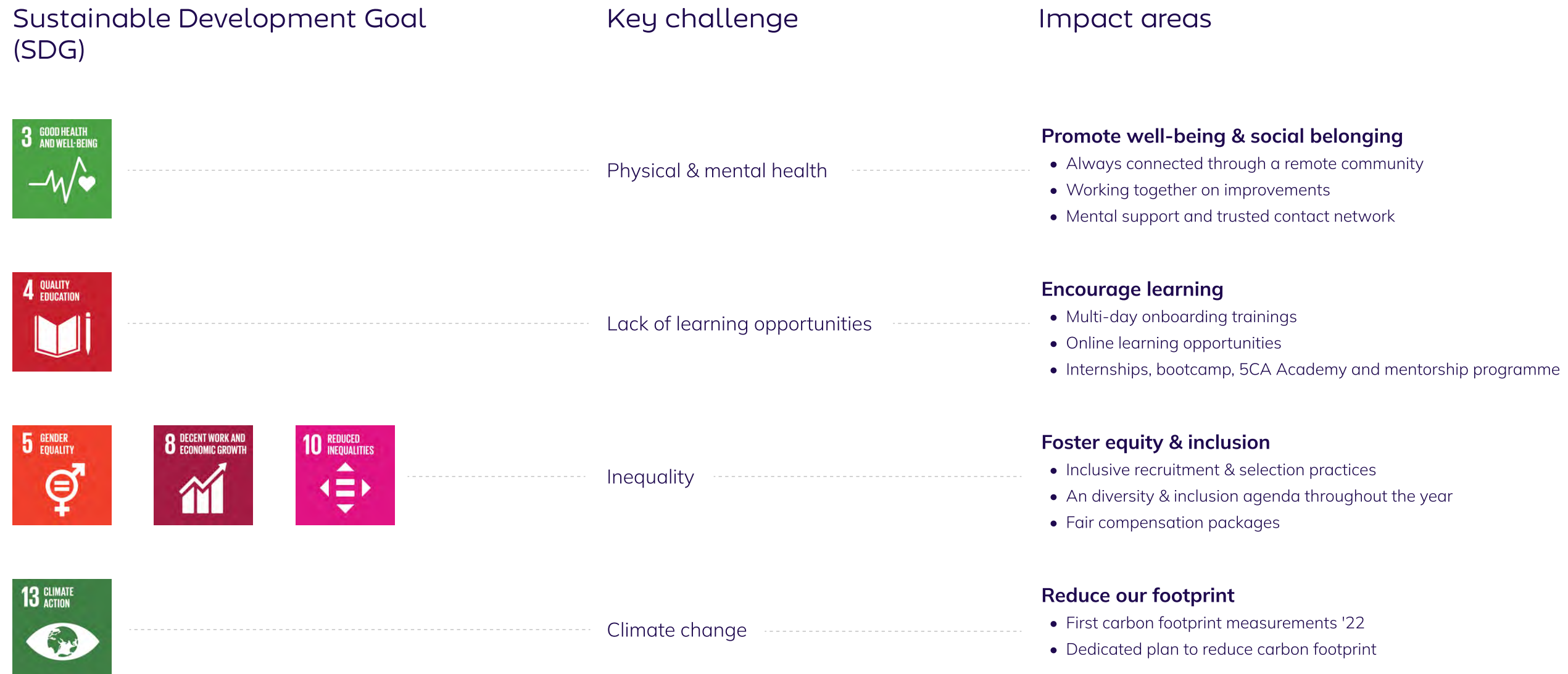


Figure 2: Impact areas

5CA uses the UN Sustainable Development Goals (SDGs) to prioritise sustainability themes. To consider where we're most impactful, we looked at the core of our business model, linked this to the SDGs and benchmarked our priorities with industry peers.

Figure 2 represents the most relevant SDGs, key challenges, and primary impact areas. Overall, as we provide remote customer support taking care of our people is of utmost importance.

5CA promotes well-being and social belonging by having a dedicated engagement team to connect our remote community, work together on improvements and provide mental support when needed (SDG 3). Furthermore, we know that most of our agents are in the early days of their careers, and we encourage learning by providing a multi-day onboarding training and many development opportunities (SDG 4). Inequality is also a key concern. We aim to promote an equitable and inclusive workforce by having inclusive policies, fostering diversity and inclusion activities, and promoting fair wages (SDG 5, SDG 8, SDG 10).

Finally, we will work on climate change mitigation. We started calculating our carbon emissions this year and have taken the responsibility to decrease emissions where possible (SDG 7).

We plan to conduct a materiality analysis in 2023 to better identify our sustainability themes and prepare for the Corporate Sustainability Reporting Directive (CSRD). It will be mandatory for us to report on the CSRD on the financial year 2025.

Promote well-being & social belonging

About 5CA

Promote well-being & social belonging

Encourage learning

Foster equity & inclusion

Reduce our footprint

At 5CA, we understand that remote work requires efforts to create a connected and engaged workforce. Our dedicated engagement team promotes a community of connection, collaboration and growth.

For example, we send weekly newsletters, hold monthly Townhall and team socials, and provide regular opportunities for feedback through surveys and round table meetings. Additionally, we offer continuous learning opportunities, recognition programs, and chances for personal and professional growth. We continually analyze the effectiveness of our engagement initiatives and make improvements to our online community.

Staying connected is a vital aspect of our remote operating model, and our ambition for the upcoming year is to increase employee satisfaction further while fostering a strong sense of connection within our community.

"Staying connected is vital aspect of our remote operating model."

Nicoletta Mura

Operations Director



Staying connected with the community

1-2-1 meetings

Each agent has weekly sessions with their manager. These meetings facilitate agent-manager communication and provide opportunities for professional development.

5CA Intranet

Our intranet platform Nexus allows us to pull together relevant tools, news, conversations and resources to connect our workers. The platform can be easily accessed through Microsoft Teams and Office 365.

1273 average views per week

Bi-weekly news

Our weekly Good Game Gazette newsletter shares news, updates, and development. It also allows our workers to write and share their stories with their peers.

Throughout the year, we shared recommendations on music, movies, books, video games, selfies from their hometown, as well as local and favorite recipes. We also celebrated achievements and successes, such as the COPC certification of our Work Force Management team and improvements in key performance indicators like CSAT. Additionally, we recognized personal achievements and shared stories, including those of our Quarterback and Bootcamp Winners.

21% of our workforce views the news

Monthly company updates

Monthly company updates—known internally as Checkpoints—are an opportunity to share updates with everyone at 5CA. Checkpoints allow workers to share work experiences, success stories, and company innovations, encouraging alignment and collaboration between departments.

Among the highlights of last year, we had frequent updates on the journey to COPC certification from our WFM team, along with details on turnaround plans and successes across the company. These included improvements in our client onboarding process, updates to our Listening Strategy and Employee Experience, as well as the measures we took to support the mental well-being of all 5CA employees.

20% live participation

Community groups

Through Yammer, our workers can build communities online on their shared interests. Examples of topics are gaming and working moms.

In 2022, we started 5CA United, an initiative to bring communities closer by sharing topics relating to their countries. We created the local meet-up opportunities through our representatives from each country.

76 Active communities (Yammer)

16 Local communities (5CA United)



Working together to improve

Employee satisfaction surveys

In 2022, we ran several employee satisfaction surveys to gain insights into how our workers feel about their jobs. We implemented three employee satisfaction surveys overall in February, June & September.

Most of the feedback received pertained to health, compensation & benefits, and work autonomy. The Groundswell initiative took further steps to address these concerns. In 2023, we will launch an upgraded survey tool that will enable us to gather our employees' input on their experience working for 5CA.

76% participation rate

5CA connect

October 2022 was the birth of 5CA Connect, monthly meetings where representatives across different teams could voice their feedback and concerns to senior leaders. After each session, discussion summaries are shared with the leadership team, with feedback returned to the representatives and the whole community.

16 Representatives

12 Discussion topics

Groundswell

This year, we implemented Groundswell, an initiative to turn workforce feedback into concrete actions. Based on insights, we created three task forces of volunteers in Career Development, Inclusion & Belonging and Rewards & Recognition. The Career Development taskforce initiated training initiatives such as Bootcamps & Paid Internships. The Inclusion & Belonging Taskforce established the Open Up partnership, while the Rewards & Recognition task force implemented different programs such as Employee of the Month and an internal point system.

23 Representatives

14 Initiatives

Round tables

We implemented roundtables to address pain points identified through surveys and initiatives such as 5CA Connect. These roundtables gather feedback and questions from those affected by the issues and collaborate with relevant departments to create solutions. Following implementation, we gather feedback from roundtable members to ensure the effectiveness of these solutions. These sessions have led to three areas of improvement: career growth opportunities, more recognition and rewards, as well as enhanced inclusion and belonging.

3 Improvement areas identified



Partnership with **openup**

We prioritize mental health at 5CA as it directly contributes to emotional well-being and the overall happiness of our employees. In 2022, we partnered with OpenUp, ensuring that every employee has access to the necessary support they require.

OpenUp creates a highly confidential, safe space for people to openly communicate about their mental health and well-being at work and home.

5CA employees can schedule online 1:1 meetings with certified psychologists, book mindfulness sessions, improve their lifestyles and work performances, and learn more about the importance of opening up.

The OpenUp platform also provides free online programs, articles, and handbooks to keep our workers mindful of their own mental health.

started in
October

219
check-ins were planned

152
are using consultations



&

openup
Mental health for all



Trusted Contact Person Network

The Trusted Contact Person Network provides an internal support structure through which workers can share workplace issues, receive guidance, and raise concerns. 5CA has, in total, 15 Trusted Contact Persons across different teams.

Contact Persons also receive professional training in mediation and conflict solution. Each conversation remains anonymous, allowing staff to turn to somebody when they need a guiding hand to point them to required procedures and solutions or simply somebody to hear them out. When necessary, complaints are anonymously escalated to HR.

15 Trusted Contact Persons
across different departments

5 average requests
per month

Encourage Learning

About 5CA

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Reduce our footprint

At 5CA, we are committed to offering young people the chance to start their careers and supporting their learning and career growth.

We understand that the starting at a new company is not always easy, so we designed a comprehensive training and development program for our agents alongside our clients. Our thorough onboarding process—combined with client onboarding—ensures that our recruits receive a smooth and seamless introduction to our company and the products or services of the client.

As our agents progress, we provide various ongoing development opportunities, including online learning, career boot camps, the 5CA Academy, and internships. Our goal is to enhance the learning opportunities and increase the time dedicated to learning for our workforce.

At 5CA, we believe that our role is to serve as a stepping stone to our employees' next career opportunity, and we are committed to providing them with the skills, knowledge, and support they need to meet their full potential.

"5CA should serve as a stepping stone to your next career opportunity."

Nikola Kretna

Operations Training Manger



Onboarding training

General onboarding

To ensure our agents have a great start, we provide a mandatory two-day onboarding process. Our training is built on COPC standards, and to start work, agents must have acquired the right skills and passed each course.

The first training steps relate to our Code of Conduct, including training on GDPR, information security, anti-harassment, and confidentiality awareness. These steps are followed by training on our tools and curriculum, including internal communication channels, scheduling, time tracking, HR performance management system, and how to evaluate and coach.

2 days General onboarding

Client onboarding

Client training lasts an average of five days and focuses on onboardings necessary for the product or service. This training typically regards product, tool, and procedural knowledge. We take a blended approach to client training, with sessions led by a designated trainer or senior member of the account in question. The skills and knowledge needed for this training are required to perform the tasks and responsibilities of the job profile.

5 days Client onboarding



Ongoing training opportunities

Performance Management

At 5CA, we take the performance management process seriously and as an opportunity to review, improve and grow professionally. We developed a comprehensive standard operating process for it.

To ensure our employees meet the highest standards, our weekly agent-manager 1:1s cover two key areas:

1. Performance and quality management: This includes bi-weekly shadowing sessions where team leads and quality analysts observe our agents' interactions and provide valuable feedback to track their application of performance and quality coaching.
2. Development sessions: These sessions concentrate on fostering relationship building, setting personal goals, enhancing communication and collaboration skills, and providing learning opportunities centered around career paths and growth.

By focusing on these two areas, we aim to provide our employees with the support and guidance they need to succeed in their roles.

Online learning

All 5CA agents have access to our online learning platform. Partnering with an online learning platform, we offer courses in domains such as boosting your soft skills, languages, and digital capabilities.

As our learning platforms were scattered in 2022, we will start using an integrated learning platform. With this, we aim to provide more online learning opportunities in 2023 and will be able to track learning time more effectively.

1hr 19min
avg. learning
time per yr

5CA Academy

The 5CA Academy focuses on fast-tracking employees interested in a tech career and on developing data and technical skills. The 5CA Academy offers a 6 – 8 week online masterclasses with content from combined online learning platforms. It also includes coaching sessions. In 2022, the Academy launched two learning tracks: Data & AI and the Metaverse. 36 agents participated.

After the program, participants got the opportunity to tackle real business problems with their learning through internships. These started in 2023.

8.5 / 10
NPS score

Mentoring Programme

The Mentorship program's primary goal is to transfer knowledge and insights between more senior and junior positions. Anyone can sign up for the program and can select what career path they would like to participate in. Mentors and mentees will spend the following months sharing coaching sessions, on-the-job activities, log journals and more.

We kickstarted the Mentorship Program in 2020. Since then, 188 employees have completed a mentorship, with 49 mentees and 31 volunteers in 2022 alone.

9.1 / 10
NPS score

Bootcamp Ignite

Bootcamp Ignite is a four-week intensive career development program. It aims to provide exposure to agents in a career field that interests them by completing departmental assignments and tasks in a team format.

Bootcamp is divided into four career themes to which agents can apply based on their areas of interest, and if successful, will be selected for one of them. Agents can apply to the creative, data, operations, or people career themes.

Applications are open for agents with a tenure of at least six months and a good performance track record. In 2022, 45 agents participated with 100% completion.

8.5 / 10
NPS score

Foster equity & inclusion

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At 5CA, we recognize the importance of diversity, equity, and inclusion (DEI) in building a sustainable and successful organization. We believe everyone deserves to feel valued and supported in their work, and that a diverse and inclusive workforce is essential to achieving this goal.

We have taken steps to create a culture of inclusion and belonging within our organization by implementing inclusive recruitment practices and hosting diversity-themed events and recognitions. By doing so, we can better attract and retain top talent from various backgrounds and foster a sense of belonging among our team members. This, in turn, leads to higher employee satisfaction, improved productivity, and a stronger sense of community.

Upcoming year, we will review and revise existing policies to eliminate any biases or barriers that may disproportionately affect individuals based on their background, or we will create new practices. Furthermore, we will begin exploring the measurement of the pay difference between men and women, with the aim of start reporting next year. Working with employees of diverse backgrounds and experiences, we can tap into various ideas and approaches to solve problems, drive innovation and improving customer satisfaction. In this way, our commitment to DEI is a key driver of our sustainability as an organization.

"We believe everyone deserves to feel valued and supported in their work."

Margot Kliemert

Director HR



Recruitment practices

5CA strives to create a diverse and inclusive company culture, which starts with hiring the right people in the right way. Our recruitment process is designed to be fair and unbiased for all candidates, regardless of race, gender, or other characteristics.

Global sourcing

First, we are committed to promoting an inclusive sourcing strategy. We have implemented a variety of sourcing options to ensure we reach a wide range of candidates. Our 20+ Recruiters, based in different regions across the globe, work around the clock to source candidates through various channels to attract the best talent from all walks of life. These include:

- Job sites specific to languages and gaming
- Social media platforms like Facebook, Instagram, and TikTok
- Events and job fairs

Standardized selection process

The 5CA selection process follows a standardized approach for all candidates. Our application form is uniform and purposefully avoids asking for demographic details such as age and gender. We also use reliable and validated psychometric assessments, scientifically checked for adverse impact.

During our interview stage, we use structured interview methods, and our recruiters are thoroughly trained in interviewing techniques and skills. Lastly, through our applicant tracking system, we consistently capture and document all recruitment results and feedback within a centralized system.



Figure 3: Selection Process

Events, recognitions & benefits

Diversity, Equity & inclusion

As part of our commitment to fostering a diverse, inclusive, and equitable workplace culture, we organize annual initiatives to celebrate diversity and promote equity. These include full-month activities such as Pride Month and Women's History Month, as well as initiatives for Black History Month and celebrating different cultures.

During these events, we work to create a welcoming and inclusive environment that celebrates and recognizes the unique contributions of all individuals within our organization. Through these initiatives, we aim to promote greater understanding, respect, and appreciation for diversity in all forms.

Rewards & recognition

We recognize and reward our workers for their efforts through different initiatives. With the Kudos Awards program agents are rewarded who handle a case with exceptional quality and efficiency. Agents are rewarded with a \$20 bonus for each winner and \$50 for the Kudos of the Month. Agents can be nominated by customers, colleagues, or managers. The program operates on a monthly basis, and the QA team selects one Kudos of the Month winner.

Additionally, agents can nominate colleagues for the Quarterback Awards, which recognize agents who exemplify the company's core values. The Quarterback Awards have three types of awards on a quarterly basis: gold, silver, and bronze. A platinum award is given at the end of the year.

Special events

We hosted special events and games yearly to bring people together in a fun and inclusive environment. These activities included lip-syncing battles, gaming tournaments, and a digital HQ where people can meet and play games.

Previous events included quarterly treasure hunts with prizes for the winners, encouraging teamwork and friendly competition among employees. In 2023, we will continue to review and prioritize initiatives that contribute to a sense of belonging and creating a workplace where everyone feels valued and supported.

Compensation & benefits

At 5CA, we are committed to providing all workers with fair and competitive compensation and benefits. We believe that fair remuneration is crucial for attracting and retaining top talent, and we regularly benchmark our salaries against Korn Ferry standards to ensure competitiveness. In 2022, we took significant steps towards this goal by implementing a company-wide raise and aligning salary increases with local inflation rates and performance review outcomes.

Furthermore, we prioritize investing in our employees by transitioning from freelance to payroll arrangements, thereby fostering greater stability and job security. The year 2022 marked substantial progress in this transition, with successful implementation of payroll systems in eight countries. Looking ahead to 2023, we aim to finalize the transition for remaining countries and continuously enhance our payroll process to improve the overall employee experience.

Our focus will be on refining our compensation and benefits design to meet the evolving needs of our workforce while maintaining competitiveness in the marketplace. Through these continuous improvements, we aim to create an empowering and supportive workplace.



Reduce our footprint

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Minimizing our environmental footprint is a fundamental component of our sustainability strategy. As part of this pillar, we have initiated the measurement of our carbon footprint. However, we have encountered a challenge in calculating the emissions of our remote workforce due to the absence of standardized greenhouse gas protocols for remote work calculations. To tackle this issue, we have consulted various studies to develop our approach.

Our analysis revealed that the most significant sources of carbon emissions are energy usage at home, business travel, and cloud computing. We are committed to reduce our environmental impact, and in 2023 we start to look for the low hanging fruit to reduce our carbon emissions. Additionally, we plan to implement an engaging program to educate remote workers on energy reduction.

To enhance the accuracy and scope of our measurements, we aim to gather more information about the energy sources used by our remote workers. Furthermore, we aim to include measurements on waste and water usage among our remote workforce for upcoming year.

"In 2023 we start to look for the low hanging fruit to reduce our carbon emissions"

Otto Jan van Haaren

Head of Finance



Scope 1, 2 and 3

In 2022, 5CA's total carbon footprint was 951,6 ton CO₂e, or 0,54 ton CO₂ per FTE. Figure 4 illustrates the Scope 1, 2 and 3 emissions of our total footprint. Most of 5CA's emissions can be found in the upstream scope 3 emissions.

Emissions from the energy use of our remote workers formed the largest share of our emissions: 52%. This is followed by business travel (37%) and cloud services (6%). For our category goods & services we have calculated sub-categories such as catering, furniture, and office equipment, and we used a spend-based method to estimate these emissions. Our purchased electricity for our office is locally sourced renewable energy and have been reported according to market-based method. Please see Figure 4 for a detailed overview of our main categories.



- I Scope 1: 0,6 tCO₂e (0,1%)
- II Scope 2: 4,4 tCO₂e (0,5%)
- III Scope 3: 946,6 tCO₂e (99,4%)

In the upcoming year, we will conduct further calculations for our Scope 3 upstream emissions. This process will involve extensive research and collaboration with our suppliers.

Figure 3: Emissions per scope

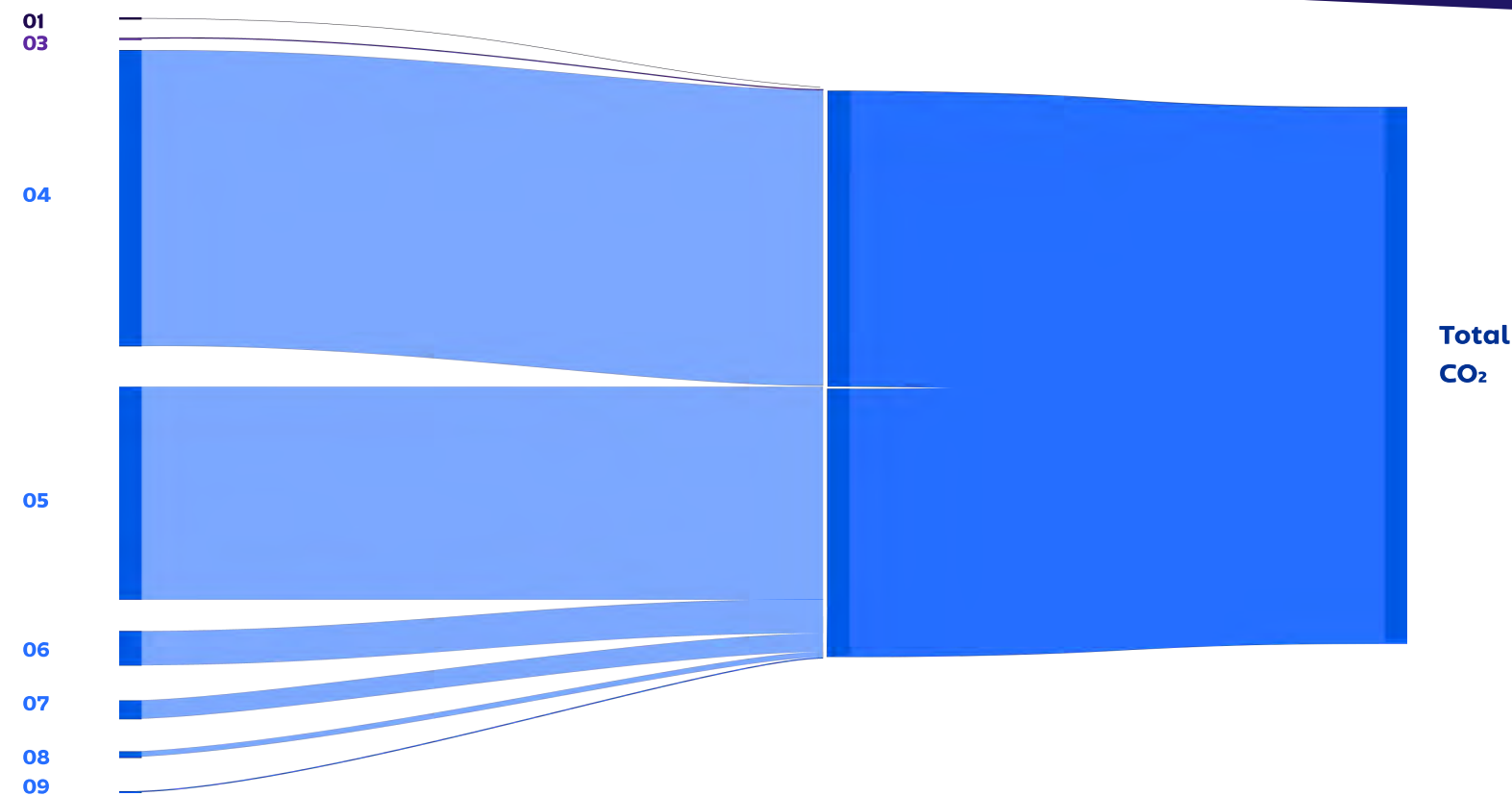


Figure 4: Emissions per category

Scope	Category	Share	Emissions
1	01 Mobile Combustion	0.1%	0,6 tCO ₂ e
2	02 Purchased Electricity	0%	0,0 tCO ₂ e
2	03 Purchased heat/cooling	0.5%	4,7 tCO ₂ e
3	04 Remote working	51.9%	493,8 tCO ₂ e
3	05 Business travel	37.0%	351,8 tCO ₂ e
3	06 Cloud Services	6.1%	57,8 tCO ₂ e
3	07 Purchased goods & services	3.2%	30,8 tCO ₂ e
3	08 Employee commuting	1.0%	9,5 tCO ₂ e
3	09 Capital Goods	0,3%	2,9 tCO ₂ e

Our categories explained

Remote working

As more than 98% of our workforce works from home, we have included their emissions as part of scope 3, which relates to their energy usage at home. To calculate this, we conducted a company-wide survey regarding their energy consumption of computer equipment, heating, and cooling. In total 49,5% of the total workforce participated in the survey. The total emissions were 493,8 tCO₂e. With the current lack of carbon accounting standards to calculate the emissions of remote workers, we have based our approach from previous studies from Ecoact¹ and Anthesis². Please see the explanation on the right on the methodology we used to calculating emissions.

Business travel

In 2022, our business travel emissions reached 354 tCO₂. This emission figure encompasses flights, hotels, and taxis. Our business travel category includes two elements: visiting external clients and workers, as well as holding company-wide events in Utrecht. In 2023, we will be exploring ways to reduce business travel to an effective minimum.

Cloud computing

As a remote-first company, our operations and solutions rely on cloud computing services. This contributes significantly to our carbon footprint. We have collected data from our cloud provider, Microsoft Azure, regarding our carbon emissions over the past year. In 2022, our total emissions from cloud computing were 57,8 tCO₂e. Microsoft Azure plans to switch to 100% renewable energy by 2025, and we are committed to partner with Microsoft to further explore ways in minimizing our carbon footprint.

Other environmental categories

At this time, we do not have a full calculation of our water and waste usage of our remote workforce and decided to exclude this from this sustainability report. We plan to complete the survey in the future to better understand our impact on waste & water, and will investigate how we can mitigate our footprint in these categories. Also, we will be looking into other greenhouse gases that may effect the greenhouse gas footprint, such as the refrigerants used for air conditionings.

¹ Ecoact (2020), Homework emissions whitepaper, <https://eco-act.com/carbon-reporting/homeworking-carbon-calculation-methodology/>

² Anthesis (2021), Estimating Energy Consumption & GHG Emissions for Remote Workers, <https://www.anthesisgroup.com/whitepaper-estimating-energy-consumption-ghg-emissions-for-remote-workers/>

Methodology remote workers

The accuracy of local energy consumption is a key factor in the reliability of remote workforce calculations. To better understand how energy usage varies across different countries, we conducted a survey that focused on major appliances related to working from home, including heating, cooling, and computer equipment used by our global workforce. For lighting, we assumed an average of two lights are used while working from home. The survey received 909 responses, which covered 49.5% of our workforce.

According to the survey results, the use of heating and/or cooling varies per country. Overall, 8% of our workforce reported using heating, 9% reported using cooling, and 31% reported using both heating and cooling. Meanwhile, 27% of the workforce reported not using any heating or cooling. We also requested information regarding the workstation and found that 58% of our workforce uses a desktop, while 42% uses a laptop. On average, our workers use one additional monitor. Other factors surveyed included daytime and yearly usage rates, type of cooling/heating system, number of monitors, and whether home workers share their heating or cooling systems with other tenants.

We calculated the country averages of energy use by multiplying them with the average electricity emissions of each country (location-based carbon emissions¹). In the future, we aim to include the emission factors of the local energy provider remote workers use (market-based carbon emissions). In cases where we had insufficient or no data on the energy usage of workers of an country, we referred to nearby countries with similar climates.

We acknowledge that this is the first step in calculating the emissions of our global workforce and will be exploring ways to improve the accuracy of our results.



IT equipment



Lighting



Space heating



Space cooling

Figure 5: Categories of energy consumption for remote workers

¹ Based on Our World In Data, Carbon Intensity Electricity factors (2021), <https://ourworldindata.org/grapher/carbon-intensity-electricity>

Cyber security

Cybersecurity is a top priority at 5CA, and with a dedicated cybersecurity team, we have implemented various measures to manage risks. We follow the Payment Card Industry standard where applicable and are in the process of acquiring the ISO 27001 standard, indicating that we have implemented security measures to protect card transactions and maintain a consistent and mature cybersecurity operation program.

To enable secure remote workspaces, we have applied a Zero Trust Workspace (ZTW), which enables secure remote workspaces. Our ZTW leverages hardened endpoints, conditional access, and fully locked-down data leakage protection to keep our staff and clients' data secure.

To identify bad actors, 5CA uses an internal Security Information and Event Management (SIEM) system that is natively connected to all of our tools. We have optimized SIEM to automate event logging detection and response actions and connected it to a 24/7 Security Operations Center, to increase our coverage and response times to anomalies detected in our environment.

To respond to events and incidents, 5CA uses the National Institute of Standards and Technology (NIST) framework. As part of NIST, we have a cycle of incident response in place to ensure quick and efficient responses to cybersecurity events.

At 5CA we remain committed to upholding our high standards for cybersecurity to ensure the safety of our workers and clients' data.

Data Privacy

At 5CA, we take data privacy seriously and have implemented several measures to protect and properly handle the personal data of our clients and end-users. This is done with regard to the GDPR and other applicable privacy laws' obligations, as well as clients' requirements.

In addition, we have implemented several rules and policies to guide our colleagues on how to handle personal data. These policies include an internal privacy policy and the information security policy, covering themes such as privacy and data protection principles, proper data handling, privacy and data protection rights, and technical and organizational safeguards.

To ensure that our colleagues are aware of and understand these policies, we provided them with various trainings in 2022, including password security, GDPR training, and privacy awareness workshops. We also held events such as Privacy Awareness Week to raise further awareness of our data privacy policies. We continuously review our activities to further strengthen our practices and protect personal data. In 2023, we will begin implementing a InfoSec Awareness plan that combines mandatory training across multiple topics on cybersecurity and data privacy.

99,2% GDPR training completion

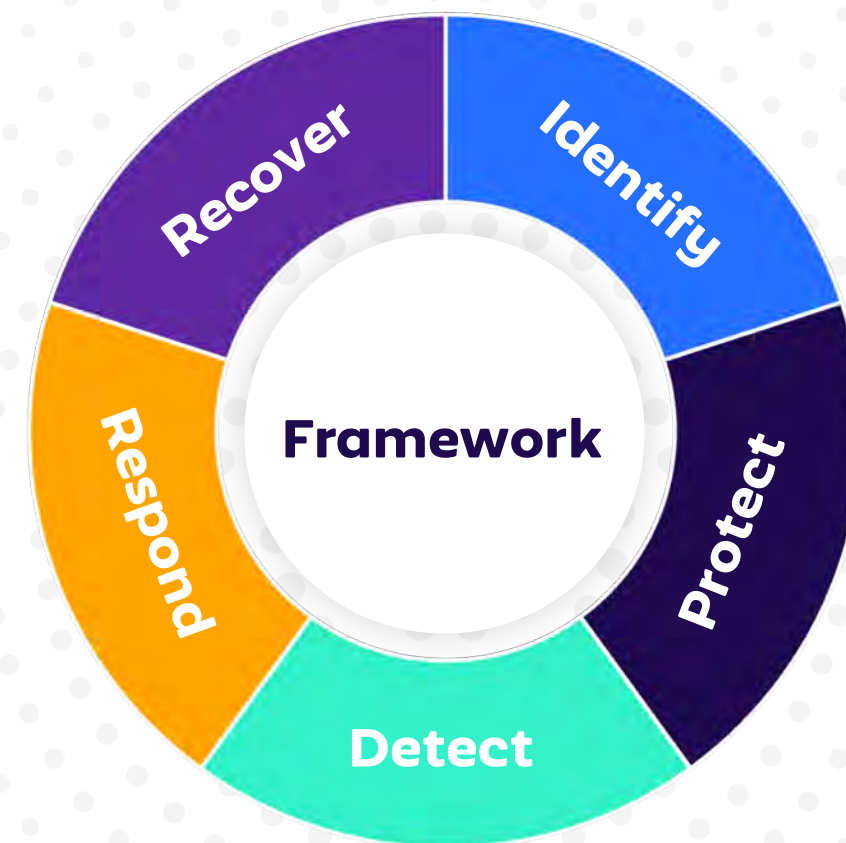


Figure 6: National Institute of Standards and Technology (NIST) framework

Partnerships



5CA partners with COPC Inc to enhance the operations by implementing COPC standards in performance management, quality management, and customer experience management.

After a year of training and implementation, we received a COPC certification for their WFM program, showcasing our dedication to provide excellent customer service. The WFM team was certified with no major findings, indicating that we have implemented the COPC standards effectively.

The certification process has allowed 5CA to identify inefficiencies in their operations and establish a culture of continuous improvement. This has resulted in various benefits for our clients, including increased customer satisfaction, cost reduction, improved efficiency, and better quality management.

In the upcoming year, we plan to obtain a company-level certification covering all clients' WFM processes and aims to certify other departments and programs in the future.



5CA's long-standing partnership with Microsoft focuses on creating a more efficient and effective remote operating model. One of our key objectives is to provide our workers with state-of-the-art tools that enable them to work more productively.

We also recognize the importance of a secure, reliable, and scalable digital environment, especially in light of our remote workforce.

Another essential aspect of our partnership is our commitment to enabling our agent community to develop further. Through the Microsoft infrastructure, we provide our agents with access to the tools and resources they need to develop new skills and grow professionally.

Finally, we leverage Microsoft's Intelligent Data Platform to generate insights and opportunities for AI, enabling us to make data-driven decisions.





If you have any comments or questions about this report,
please [contact us](#).