



# ESG AND CSR REPORT

# 2020

with updates on 2021

read on





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# a message from **our CEO**



**2020 was a year like no other due to the dramatic impact of COVID-19, which changed the way we live and work faster than we ever could have imagined.**

It is no understatement to say that the communications and media industry took dramatic measures to serve our society during this uncertain time, ensuring that families, companies and critical public services were able to seamlessly communicate, thereby maintaining the health of our communities and the robustness of the economy. I am very proud of our industry's performance throughout this period and the role that Amdocs played in this critical mission. We helped service providers accelerate their migration to the cloud, increase the digital modernization of their systems, and provide their end-users with next-generation communication and media experiences.

At Amdocs, we seek to make a difference to benefit society and we do so through prioritizing inclusion and diversity, supporting the communities around the world in which we live and work, and by creating sustainable products and services. I'm proud that this year we also managed to maintain and grow our extensive corporate social responsibility initiatives worldwide, many of which had to be quickly reinvented as we adapted to the restrictions around us.

In response to the pandemic, we increased our support for the community with essential initiatives, such as donating medical equipment and life-saving machines, computers for remote learning and food for the needy. Other pandemic-related initiatives included establishing a call center operated by Amdocs volunteers who utilized their creativity and technology skills to assist thousands of isolated senior citizens and others to connect with their loved ones online.

Beyond Covid, building a better future through inclusion is at the core of our corporate social responsibility, and of Amdocs itself.

We believe a gender-diverse, multi-cultural workforce is key to a company's success and competitive advantage, and we are passionate about leveling the playing field. Amdocs focuses on recruiting and nurturing the most talented people from diverse backgrounds, whatever their gender, sexual orientation, ethnic or generational identity might be. We also promote initiatives to increase the representation of persons with disabilities such as CONNECT – a mentorship and training bootcamp for software-engineer graduates with disabilities. We continue to use innovative company-wide internal programs to increase women's representation and recruit more women for core technology roles. This effort is

carried out by an extensive range of programs, including our groundbreaking INSPIRE program based on the UN's 'He-for She' movement.

This was also a year for new approaches to encourage professional development as we embraced a culture of continuous learning and upskilling to increase future employability. During 2020, 82% of Amdocs people participated in learning and development programs and 30% took part in personalized voluntary upskilling programs. Our overall success was recognized with a first-place award for prioritizing the wellbeing of our people and taking a proactive approach to cultural change.

In addition, Amdocs significantly expanded its employee-wellbeing program which puts our people's needs at the forefront and provides a nurturing environment that encourages them to thrive. In just one year, it grew from a relatively small, employee-led initiative into a global program involving thousands, and supporting social, physical, mental and financial initiatives and services.

We are also proud of the success of our sustainability, environmental, social, and ethical performance efforts: for the second consecutive year, Amdocs was included among the leaders in the prestigious S&P Dow Jones Sustainability Index (DJSI) North America; we received a GOLD Rating standard from EcoVadis; and we were rated as a leading company by the Carbon Disclosure Project for both our greenhouse-gas emissions management and supplier-chain engagement for sustainability. We also seek to create sustainable products and services. For example, we help service providers shift away from costly, space and energy-consuming hardware components, by delivering software-driven capabilities.

Finally, I would like to take this opportunity to acknowledge and thank all our people, customers, partners and communities for their commitment, creativity, and dedication over the last year in working together to enrich lives and progress society for a better-connected world. It's been an inspirational year and there has been a lot to be proud of.

I strongly believe corporate social responsibility is an important vector through which a company should be judged, alongside its financial performance, and I am determined that Amdocs will continue to be a market leader in this realm as we continue to make significant positive impacts in the year ahead.

**Shuky Sheffer**



# corporate social responsibility report, 2020-2021 **impact highlights**

## Diversity & inclusion

 **85** **27,000** employees in countries worldwide

 **6** global diversity Employee Networking Groups

**12% increase** in women among new hires for all technology roles in 2 years

 **31%** of all our employees are women

 **40%** of our software testing engineers are women

**91%** of our employees are willing to go the extra mile to help Amdoc's success

 **54.3%** Gen Y employees

## Promoting digital inclusion

**35** community projects for bridging the digital divide



Providing internet access to schools in Kenya, benefiting over **7,000** students



**82%** of our employees participated in learning & development programs

**39.4%** of our positions were filled by internal candidates

 **2,000+** laptops and other IT equipment donated

## Operations & Sustainability

**35.6%** decrease in relative GHG emissions


 **36.6%** decrease in paper consumed

 **60%** of our vehicle fleet are hybrid/efficient cars

 **10** products & services that tackle global sustainability issues

Over **85%** of our employees are proud to work at Amdocs

COVID-19 relief: includes donating **250,000+** meals for the needy, medical supplies, protective equipment, and life-saving machines

 **100%** employees successfully completed ethics & business-conduct training

Recognized as industry sustainability leader by:



# 1. a m d o c s a t a g l a n c e

**Modernizing, automating, and digitizing the communications and media industry**



**\$4.2 billion**

Revenues



**27,000**

Employees



**1.7 billion**

Daily digital journeys



**500+**

Video service providers



**85**

Countries



**350+**

Customers including the world's most advanced service providers



**3 billion**

People touched by our platforms



Full year cash flow of  
**\$527 million**

**Enriching lives and progressing society, using creativity and technology to build a better connected world**

## who are we?

With almost 40-years of unparalleled industry expertise, Amdocs is a leading provider of software and services to more than 350 communications, Pay TV, entertainment and media industry and other service providers in developed countries and emerging markets.



# who are our customers?

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

## select customers



## support and development centers



# what do we offer?






Our offerings are based on a product and services mix that uses technologies and methodologies such as cloud, microservices, DevOps, open source, bimodal operations, Site Reliability Engineering (SRE) and increasing amounts of automation through standard information technology (IT) tools, open APIs, and artificial intelligence.

Our technology, design-led thinking approach, and expertise, help service providers:

- Accelerate their journey to the cloud
- Digitalize and automate their operations
- Provide their end users with exciting next-generation communication and media experiences

## open, cloud-native, modular portfolio

Microservices-based, API-first architecture, deployed using DevOps and CI/CD pipelines

 <p><b>Consumer Experience &amp; Monetization</b></p> <ul style="list-style-type: none"> <li>Lead a digital-first brand</li> <li>Expand and accelerate your portfolio of products</li> <li>Capture every revenue opportunity</li> </ul>	 <p><b>Media &amp; Digital Services</b></p> <ul style="list-style-type: none"> <li>Deliver premium content</li> <li>Leverage partner ecosystem</li> <li>Frictionless user access and experience</li> </ul>	 <p><b>Enterprise &amp; Connected Society</b></p> <ul style="list-style-type: none"> <li>Digitize B2B sales &amp; care</li> <li>Zero-touch ordering &amp; fulfillment</li> <li>Business &amp; next-generation connectivity services</li> </ul>	 <p><b>Open Cloud Networks</b></p> <ul style="list-style-type: none"> <li>Hybrid network operation</li> <li>Virtual networks</li> <li>Autonomous operations</li> <li>Network rollout</li> <li>Open 5G</li> </ul>
 <p><b>New Domains &amp; Disruption</b></p>	<p>Build your data &amp; AI infrastructure</p>	<p>Driving IoT growth</p>	<p>Owning home connectivity experience</p>



**Services & Hybrid Operations**

- Cloud services
- Experience design & development
- Data management & intelligence
- Delivery services, IT velocity & development
- Digital hybrid operations



# recognized industry leader

(general awards and accolades received 2020)



TM Forum Excellence Award: The Human Factor



Outstanding Digital Enablement Vendor

Named by Gartner as a Leader in IT Services  
for Communications Service Providers,  
Worldwide<sup>1</sup>



Best COVID-19 Initiative  
Best IoT Initiative  
Best SDN/NFV Deployment  
Project of the Year – Satellite (with SES)



Fixed Network Evolution (with Sky Italy)



#1 Global Monetization Platforms  
Market Share

#1 Global Billing and Charging Product  
& Professional Services Market Share

#1 Global Service Design and Orchestration  
Product Market Share



#1 Global BSS Vendor Market Share



Asia-Pacific 5G Customer Value  
Leadership Award

Latin American CSP Monetization Services  
Company of the Year

Entrepreneurial Company of the Year Award  
(awarded to Openet)



A leader in Digital Transformation Platforms  
A leader for Vision/Strategy in Telco Software  
and Services

A leader in Revenue Management

# recognized industry leader

(major ESG awards and accolades received)



For the second consecutive year, Amdocs was included among the leaders in the prestigious S&P Dow Jones Sustainability Index (DJSI) North America, ranking in the top 10 percent.



We also received a **GOLD Rating standard from EcoVadis** for environmental, social, and ethical performance.



We were rated as a **leading company by the Carbon Disclosure Project** for both GHG emissions management and supplier-chain engagement for sustainability.



Amdocs continues to fulfil its commitment to the **Science Based Target initiative**, which independently assesses corporate emissions reduction targets against the latest climate science. Our emission reduction targets are in line with the level of de-carbonization required to keep global temperature increase below 2°C, as defined by the Paris Agreement.



# our corporate responsibility commitment

**We care and we act for our people, our communities, and our environment.**

We enrich lives and progress society and communities through our creativity and technology.

*Read more:*

We champion diversity and inclusion, and are committed to leveling the playing field inside and outside Amdocs.

*Read more:*

We are a leader in sustainability, reducing our industry's environmental footprint through our advanced operations and technologies.

*Read more:*

We develop and support digital-inclusion initiatives that give communities the opportunities, skills and knowledge to actively join today's connected world.

*Read more:*

We look after our employees' wellbeing and are dedicated to providing a nurturing environment that encourages them to thrive.

*Read more:*

We volunteer in the communities in which we live and work.

*Read more:*

We conduct business in an ethical way throughout our operations and supply chain.

*Read more:*



# our contribution to the **UN's sustainable development goals**

We align our CSR strategy with the UN's Sustainable Development Goals (SDGs) and use our knowledge, creativity, and technology to maximize our impact to follow them. The following SDGs are strategic priorities for us:



## SDG 2: Zero hunger

The world produces enough food to feed everyone on the planet, but due to inefficient practices and food losses, there remain massive inequities in the way global resources are distributed. At Amdocs we believe that the globality and scope of these challenges can be effectively addressed using digital solutions. As a technological leader, Amdocs strives to develop innovative approaches to serve the needs of our communities.

Amdocs developed a tech solution in Mexico that already connected over 500,000 people in need of food, with places and people with food surpluses. The project is ready to be rolled out in the Asia Pacific region to reach as many people as possible.

Read more: [Our people and communities chapter](#)



## SDG 4: Quality education

In the near future, almost half of today's jobs will be gone and replaced by completely new jobs that will require new skill sets. As a tech company, the growing skills gap in our industry is a challenge for our business. Our long-term business continuity depends on having a future workforce who is equipped with the technological know-how of the new era, and we strive to empower our people and communities with skills to enhance their future employability.

For example, Amdocs is involved in multiple initiatives to prepare the youth of today for the future of tomorrow – ranging from teaching students about the digital world through financial, digital and English literacy courses, and sharing our knowledge through mentoring, to providing necessary equipment to schools to help improve the quality of education.

Read more: [Our people and communities chapter](#)



## SDG 5: Gender equality

Women all over the world have been disproportionately affected by the pandemic, with one in four women considering downshifting their careers or leaving the workforce due to the pandemic, according to a McKinsey survey. Our internal management is focused on promoting and empowering women through our flagship **INSPIRE** program and other management tools. Amdocs also promotes gender equality in our community through many projects that work to mentor and train female tech students, such as our unique "Start Early" educational toolkit aiming to attract young girls to careers in tech.

Read more: [Our people and communities chapter](#)



## SDG 8: Decent work and economic growth

During the COVID-19 crisis, hundreds of millions became unemployed around the globe. Amdocs strives to develop the skills and knowledge of all women and men, especially from underprivileged groups, and offer them the possibility of full and productive employment and decent work. We are not only an employer who strives to provide optimal working conditions and opportunities for growth and development, but it is also important to us to expand our efforts to the communities in which we work and live.

Our future employability projects include mentorship programs that cover topics such as math and science, life skills, digital literacy, technology programs for girls, scholarships for underprivileged students and many more. Read more: [Our people and communities chapter](#)





## SDG 10: Reduced inequalities

Around the world, approximately 2 billion people do not have a bank account, not only because of general poverty, but also due to fees, travel distances and the paperwork involved. The lack of a bank account perpetuates a lack of equal opportunity. At Amdocs, we have the technological resources and skills to help reduce financial inequality, and use digital innovation to transform economies and lives across the world. Amdocs Mobile Financial Service solutions allow our customers to help unbanked and underbanked people manage their finances, transfer money, shop, buy and pay bills using just their phone, opening up massive opportunities for unbanked or underbanked people who did not otherwise have access to financial services.

Amdocs also fights inequality through our many digital inclusion projects – we aim to contribute to building an inclusive digital society where no one is left behind, across all ages and socio-economic groups, from those in rural settings to our growing cities. We work to make technology relevant and accessible to everyone. Read more: [Valuable products and services](#) and [Our people and communities chapters](#)



## SDG 11: Sustainable cities

Our mission at Amdocs is to help create a more interconnected, sustainable world, and we work towards digital solutions to help tackle the urban management of car emissions which are a well-known contributor to the GHG emissions that destroy our atmosphere and prevent people from breathing clean air. For example, Amdocs develops software on key digital-business systems and automation to enable London to monitor highly polluting vehicles and prevent them from entering the new Ultra-Low Emission Zone in the city. Read more: [Valuable products and services chapter](#)



## SDG 13: Climate action

2020 was the warmest year on record [NASA's Goddard Institute for Space Studies], as climate change continues to adversely affect the environment and every other goal related to sustainable development. Climate change can also negatively impact our business operations and put at risk the quality of our customer service. We want our people to enjoy a safe and healthy environment, and we support climate action both in our own operations and in our community projects. We undertake many environmental and climate change-related projects every year and integrate environmental thinking in the development of our software solutions. Read more: [Environment, health and safety](#) and [Valuable products and services chapters](#)

# amdocs ESG/CSR's governance structure



## stakeholder engagement in covid's "new normal"

Our company is a people-centric organization and we place our stakeholders' interests at the center of all that we do. Our main stakeholders include our employees, customers, business partners, suppliers, and shareholders, members of the communities where we live and work, NGOs and community partners, public-sector organizations, and academic institutions. As stakeholder engagement is a core element of our ESG and CSR strategy, we also ensure that it is an important component of our work processes. Amdocs sees stakeholder engagement as a mutually beneficial process: we understand the needs of our stakeholders, and in turn, they understand our focal points and priorities. The understanding and trust created between

Amdocs and our stakeholders during the process strengthens the company and creates resources for dealing with non-financial risks.

Amdocs has embraced the challenges and requirements of this "new normal" era, recognizing the need to renew and in some cases transform our social contract with stakeholders. We started to review and upgrade our internal and external communication channels and forms to make it easier for people to be reached and heard, including the launch of an organizational health survey, new webcasts and educational kits, emotional and well-being support groups, our Virtually Together program and more.

# materiality assessment

To understand which topics are most important to our stakeholders, we conducted a materiality assessment that revealed 27 key ESG topics that were grouped into four pillars:

- Our People and Communities
- Valuable Products and Services
- Environment, Health and Safety
- Operational Excellence and Business Continuity



Since the first materiality assessment was initiated, the list of topics is updated annually.

In 2021, we have been working on reevaluating the topic list and their impact on Amdocs' business operations, based on:

- Methodologies of ESG ranking agencies, such as S&P, Sustainalytics, ISS, Bloomberg
- International reporting standards SASB and GRI

- SDGs
- Media analysis and corporate events
- Benchmarks and sector analysis
- Organizational health survey
- Amdocs strategy and corporate values
- Requests and complaints made on the ethical hotline
- Customer engagement survey and customers' ESG requests



# 2. our people and communities

Amdocs has always been a people-centric organization, with 27,000 employees who are at the core of everything we do. COVID-19 reaffirmed our mission to care and act for our people, communities and environment, while testing our agility and innovative approaches. Throughout dealing with the many new challenges of the pandemic, we never sacrificed our commitment to:

- Support our employees' wellbeing and to provide a nurturing environment that encourages them to thrive.
- Champion diversity and inclusion and work on leveling the playing field for everyone inside and outside Amdocs.
- Leading change that enriches lives and helps advance society and communities through our creativity and technology.

## external awards and internal recognition

Our achievements in people management have been recognized by both external ranking agencies, as well as by our own strictest judges – our employees:

- According to our latest organizational health survey, **86% of our people are proud to work at Amdocs.**
- **91% are willing to put a great deal of effort beyond that normally expected** in order to help Amdocs be successful.
- **We are also proud of our high retention rate**, reflected by the **58%** of employees who have been working with us for at least three years. The average tenure at Amdocs is **6.17 years.**

**We won the Capacity Media's Global Carrier Award for the Best COVID-19 Initiative.** In presenting the award, Capacity Media highlighted our impressive, cross-company response to the crisis, stating:

*"In a year that has posed many challenges to the world, Amdocs' speed of response to COVID and the benefits of its program to its employees, clients and the wider community clearly shows how the company was able to quickly unite around a common goal and help in a time of need."*

**We won three awards** at the Israeli Branch of Human Resources Management Association's 2020 Excellence Conference. Among them:

- **1st place** in the **Employee Experience and Wellbeing** category for creating an influential wellbeing global program, taking a proactive approach and leading a cultural change by providing tools and information, and putting all Amdocs people in the center.
- **1st place** in the **Coronavirus Era Initiatives in Large Organizations** category for our Virtually Together project for successfully providing vast solutions on a large and open scale for employees, managers and their families and communities in a time of ongoing crisis.
- **Honorable Mention** in the Professionalism in Human Resources category for creating innovative and personalized means of communications in Amdocs technological units.

For the sixth year running, Amdocs has ranked among the best 15 employers in Israel according to Business Data Israel's annual index, with a **7th place ranking in 2020.**

Amdocs India has been recognized by The Economic Times as 'Best Workplaces for Women 2021'.

We were also recognized by Mexico's chapter of Human Rights Campaign (HRC) as **one of Mexico's best places to work for LGBT+ people.**

# 2.1 cultivating a new kind of workplace

Employing over 27,000 people, we have a responsibility towards our employees to enable and support their continuous growth by providing upskilling programs for self-learning, mentorship, personal development, and fostering a culture of continuous learning. We are committed to continue cultivating a culture of creativity across the entire organization and building robust centralized innovation generators to promote creative ideation.

Even before the pandemic, we had already implemented new work models to offer better flexibility to our employees. We believe that setting times during the week so that everyone can take personal time or planning virtual or physical activities together helps our staff to balance their work and personal lives more effectively. We also see it as our duty to support the development of soft skills like empathy, adaptability, and a strong work ethic, as they have become critical since more work is done independently or at different paces than others.

## using people analytics to make informed decisions

Amdocs recognizes the significance of using data when making talent- and people-related decisions. We have a Workforce Planning unit which focuses on implementing the appropriate talent strategy to support the effective execution of our business strategy – making sure we have the right talent, at the right time and in the right place. Within the WPS we have a People Analytics unit, which enables and encourages our hiring teams to make informed people-related decisions by relying on data, analytics, and evidence, and also monitors workforce health, attraction, and retention of our talents globally. In the long-term, the SWP team focuses on creating and implementing the talent strategy (including skill management), optimizing site strategies, and achieving an effective organizational managerial structure.

The People Analytics, within the Strategic Workforce Planning Unit, has four key focuses:

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

## employee engagement surveys – McKinsey organizational health index

The objective behind our annual employee engagement surveys is to find out from the best possible source – our employees – whether our working culture and strategies are aligned, and we changed our 2020 employee engagement survey to also include a deeper examination of our organization's health. According to this survey:

- **86% of employees are proud to work at Amdocs**, positioning us at the top percentile in our industry
- **91% of employees stated they would be willing to put a great deal of effort beyond that which is normally expected in order to help Amdocs succeed**

Overall, our results revealed a shared culture across the company with similar areas of strength across units and regions. Our strongest areas where we outperform the market are:

- **External orientation** – our ability to understand the market, customers' needs and the competitive landscape
- **Capabilities** – we have the right skills and competencies to meet business needs
- **Innovation and learning** – allowing us to lead the market, share ideas and innovate at scale



# opportunities to learn and develop

At Amdocs, we are committed to challenging our people so they can grow professionally and backing them up with a wide range of high-quality learning programs and diverse professional experience. In FY 2020 alone, we reskilled more than 7,000 employees in DevOps technology and spent in total approximately 388 USD per full-time employee on training and development. Annually, we invest over 4 million USD in learning and development.

### Solutions

We have introduced the following new approaches and solutions geared for the future of learning:

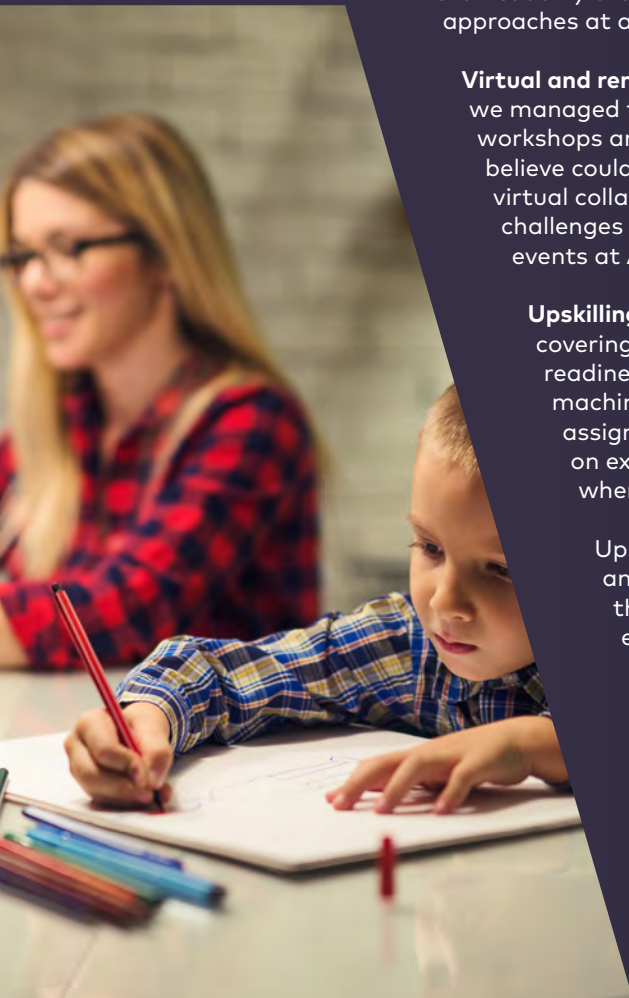
- Enabling user-generated and curated content
- Utilizing our internal "DOXtube" video platform to enable learning at any time and from any location
- Broadening our use of internal communities to initiate new meetups and collaborations
- Providing access to LinkedIn learning to all our employees worldwide

**Switch Academy for managers:** Launched in April 2021, this new platform changes the concept of being a manager at Amdocs by introducing certifications around developing new skills. Managers who graduate from the Academy then become change agents for integrating new management approaches at all levels of Amdocs.

**Virtual and remote learning:** This year, as a result of the COVID-19 crisis, we managed to completely shift to virtual and remote learning – even workshops and organizational development sessions which we used to believe could only happen face-to-face were successfully carried out using virtual collaboration-learning tools like Zoom. As a result, and despite the challenges of the pandemic, we ended up with a 12% increase in learning events at Amdocs during 2020.

**Upskilling:** We introduced a new upskilling platform for employees covering the most strategic technological domains to enable future readiness, including cloud training, next-generation digital experience, and machine learning. We also offer a marketplace of projects with rotational assignments that employees can choose from, enabling them to get hands-on experience, increase their skill-sets, and become familiar with new areas where they can grow.

Upskilling increases our employees' talent employability both within Amdocs and in the market outside. However, we have seen that people who upskilled themselves are much less likely to leave, and they also become much more engaged in the organization than people who don't take part in this program.







## developing a continuous learning culture

Following our established priorities to shift our employees' mindset from mastering specific skills to continuous learning, as well as making learning at Amdocs relevant not only to employees' immediate needs, but also to their future employability and mobility, we focused our efforts on developing a continuous learning culture and development of future skills.

We established a measurement system that allows us to distinguish employees as unique learners and lifelong learners and to also measure the learning effectiveness. During 2020:

- **82%** of Amdocs employees chose to participate in learning and development programs
- **30%** of our employees chose to take part in personalized voluntary upskilling programs

Our target for FY 21 is to increase these numbers so that:

- **88%** of Amdocs employees will choose to participate in learning and development programs
- **35%** of our employees will choose to take part in personalized voluntary upskilling programs

We plan to achieve this target with our 2021 learning-culture action plan that includes launching a new learning portal, upgrading the learning experience, launching a marketing campaign targeted at specific programs, and significantly encouraging managers to develop their employees.

	FY 2020	Targets for FY 2021
Unique learners (out of all employees)	82%	88%
Learned (employees who learned more than one future skill)	49%	55%
Upskilling learners	30%	35%

## career development

As an employer of choice, we believe it's critical to provide opportunities where people can grow and develop their career within Amdocs, and we subsequently have multiple career-development initiatives, including:

- **Performance Management Process (PMP):** Performance review starts with self-evaluation based on the excellence standards, followed by a discussion between each employee and their manager. The objective behind PMP is to encourage a culture of open dialogue to enable the development and future readiness of our talent
  - **97%** of full-time employees received multi-source appraisals by our excellence standards, which evaluate performance and customer value, engagement and positive attitude, learning and versatility, change and agility, personal capabilities, teamwork and collaboration
  - We also conduct frequent check-in touchpoints between our managers and employees which take place at least twice a year to complement the annual PMP, set new goals, ensure that there is a personal-development conversation, and also provide ongoing feedback and care.
- **Skills management system:** this enables our employees to map their skills and develop those needed for new and advanced roles in the organization
- **Internal mobility:** We have strengthened our internal career-opportunities processes, encouraging employees to enhance their "brand" by offering different workshops to prepare them for internal interviews and selection processes, urging hiring units and managers to consider potential talent from within Amdocs and work with HR leads to open internal opportunities for internal candidates. There is transparency about open positions available to employees through various platforms such as our Intranet site, our Applicant Tracking System (ATS) and our weekly internal newsletter sent to every region. They include information about open opportunities according to region, as well as global relocation opportunities. Employees apply directly on the ATS system and their CVs are tracked and submitted to the relevant hiring managers.
  - In FY 2020, **39.4%** of our positions were filled by our employee internal mobility process (which is a significant increase from 2018, where only 25% of positions were filled internally).



# wellbeing of our people as a cornerstone of our **employee-centric approach**

Amdocs' wellbeing vision represents our commitment to cultivate a healthy, respectful, and prosperous workplace, that powers engagement, resilience and outperformance.

Operating in 85 countries, Amdocs seeks to create a sense of belonging and ensure this for all our people. We believe that wellbeing in a people-centric organization is a continuous journey that requires us to listen to our employees, be attentive to their needs, and provide the right framework and platforms to allow them to thrive in the past year, Amdocs has expanded its employee wellbeing program to fit the COVID era.

Our wellbeing program places our employees' needs at the forefront because we recognize that their satisfaction and health impact their concentration, motivation, and creativity, and subsequently, the overall success of our organization. We have designed our wellbeing program to help address issues that became especially prevalent during the pandemic, such as uncertainty, stress and burnout, so that we can emerge from the crisis stronger and empowered with organizational tools that support our employees' success around the world.

The wellbeing program focuses on four aspects of our employees' lives and wellbeing:

### 1. Physical and mental health

- Health insurance – In several countries where health insurance is not fully funded by the government, we offer top medical and dental insurance for our employees
- Wellness services – Last year we partnered with Reaction, a multi-layer platform that provides a unique wellbeing experience for teams using digital tools to provide our employees with a sense of togetherness and belonging, while promoting a healthy lifestyle
- Personal counseling – Amdocs offers an Employee Assistance Program in various locations that provides employees with access to affordable and confidential personal support, including mental and emotional support, consulting for personal or work-related problems, and more
- Stress and resiliency workshops – During the past year, we conducted a wide selection of cross-company, multi-location and region, virtual workshops and sessions in order to help employees to reduce stress and develop coping techniques and resiliency. To date, more than 1,200 employees have attended our open sessions
- Health and safety – We offer all our employees ergonomic counseling, road- safety education, healthy food options in our kitchens, and fitness, health and wellness activities.

**2. Social** – We understand the importance of community and building a sense of belonging within the company. Amdocs regularly holds both virtual and face-to-face social events in different sites around the world to encourage our employees to connect with one another and build strong bonds throughout the organization.

**3. Financial care** – We prioritize providing our employees with fair wages and high quality of life, including pension plans as mandated by local legislation and market practices, to ensure they have a monthly income once they retire.

**4. Purpose** – Amdocs' outstanding community-outreach program provides our employees with an extensive range of opportunities to volunteer in different ways (see the Community chapter). Through these experiences, our employees not only contribute to greater causes in our communities, but also feel more connected and enhance their sense of purpose in life.

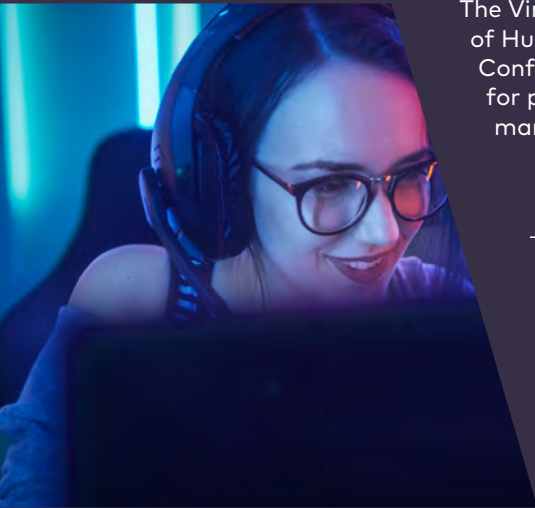




### staying virtually together

When the pandemic hit, we launched “Virtually Together”– our “we’re here for each other no matter where we are” platform for employees and their families, our customers and partners, and the wider community as a whole. A central point for information and support, it provided tips, activities and ways to remotely stay together and feel part of a community, ranging from IT-operational guidelines, comprehensive solutions and tools for connectivity and network support, managing teams, to health, safety and wellbeing issue motivation levels, reducing burnout and enhancing resilience.

Amdocs also provided innovative alternatives to continue supporting our customers with local teams and remote support. We also engaged with “Reaction”, a wellbeing app for Amdocs employees, with tips and videos on mental and physical health.



The Virtually Together project won 1st place in the Israeli Branch of Human Resources Management Association’s 2020 Excellence Conference category of Corona Era Initiatives in Large Organizations for providing vast solutions on a large and open scale for employees, managers and their families and communities in a time of ongoing crisis.

### take 5

In April 2021, we launched three new organizational commitments dedicated to this purpose of making sure our employees would be able to take regular breaks as part of our “Let’s Take 5!” initiative:

1. We decided to automatically reduce meeting times by five minutes: for example, a 30-minute meeting is automatically set to 25 minutes, and a 60-minute meeting is automatically set to 55 minutes
2. Fixed lunchtimes so that every day, our employees could carve out time to have a break away from the screen to eat lunch, or simply recharge
3. Respectful meeting planning: a notification now appears when employees who are out of office are invited to meetings



Live. Work.  
Create.  
Innovate.

## amdocs community leave bank

Amdocs Community Leave Bank, launched in 2017, is a company-wide initiative to support colleagues who encounter serious illness, injury, a personal situation, or who need to take time off to care for an immediate family member. The service, where available, re-allocates people's leftover vacation days at the end of each year to employees in need, thereby enabling them to take much-needed paid time off to care for themselves, or their loved one.

## parental leave

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





# 2.2 diversity and inclusion

Diversity and inclusion are core to our success, and we are proud of our globally diverse workplace, which represents a powerful mix of talents.

We promote a culture of respect and equality because we believe that the ability of our people to be their true selves openly at work is what makes our collaboration, creativity and teamwork possible, and is a crucial factor in their wellbeing. Read more: [Our Commitment to Diversity, Inclusion and Non-discrimination chapter](#)

We believe that an inclusive work environment creates both ethical and competitive value, and is key to our success as a global company. We seek to create a welcoming work environment for all employees that embraces diverse cultures, perspectives, skills, and experiences within our workforce. Read more: [Our Code of Ethics and Business Conduct chapter](#)

Our belief is that diversity helps achieve our business objectives and contributes positively to the community. In short, diverse teams outperform.

Amdocs is committed to leveling the playing field inside and outside the company. As an equal opportunity employer, we seek to recruit, develop, and retain the most talented people from a diverse candidate pool. We see this not only as a business imperative, but also a human one.



## executive sponsorships

Our executive management is fully on board with the task of building a more diverse and inclusive team at Amdocs. We have executive sponsorships for the following diversity initiatives:

- **Tamar Rapaport-Dagim**, Amdocs Chief Operating Officer and Chief Financial Officer is the sponsor for gender diversity
- **Anthony Goonetilleke**, Group President for Amdocs Media, Network and Technology is our sponsor for North America's diversity and inclusion framework
- **Ilan Sade**, Division President of T-Mobile Division at Amdocs, is the sponsor for LGBTQ+ inclusion
- **Nira Erez**, General Manager of Amdocs Global Operations is the sponsor for people with disabilities
- **Shay Levy**, General Manager of Amdocs Israel, is the sponsor for our work around the representation and inclusion of the Arab society in Israel

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 communicate efforts and progress to all employees on relevant occasions.





# engaging all business units in **managing diversity**

INSPIRE is our long-term innovative organizational leadership program that focuses on closing the gender gap, and is sponsored by Amdocs **CFO and COO Tamar Rapaport Dagim**.

Inspired by the UN's 'HeForShe' movement, this program drives systemic, intentional change, with offerings, programs and processes designed to attract, retain and mobilize women and by selecting existing leaders to become agents of change. While gender-related programs are usually designed for women, our unique program is comprised of 25 female and male directors and vice presidents from across the company's units and regions, our INSPIRE champions. They were chosen because they are passionate about this topic, and because each one of them is serving in a role that can influence decision making, culture and people's mindsets – we then give them the tools and support to drive change.

The achievements of the program to date include networking and mentorship for over 1,500 women in the company, career workshops, unconscious-bias sessions for hundreds of managers, a unique gender dashboard that monitors and measures gender balance in real-time in all company processes, and the introduction of gender data reporting into our quarterly business reviews' meetings.

In 2020, we launched a new HR function: **The Diversity and Inclusion Lead**. This function exists in all of Amdocs business units, regional people centers, corporate centers of excellence and in all talent acquisition teams. The leads are responsible for driving tailor-made efforts to increase diversity and inclusion in their units, while also being part of a global peer group that shares knowledge and expertise across the company. Their nomination to the role means it is an additional part of their formal capacity. The Diversity and Inclusion Leads in our Talent Acquisition teams are also part of **#Boundless**, our Talent Acquisition Group's global diversity hiring initiative.



# fostering employees **belonging**

In 2020 we launched our new Employees Networking Groups (ENGs) framework, which includes:

- Black Professionals ENGs in the US and Brazil
- Latin and Asian ENGs in the US
- Amdocs Women Network groups in different regions
- Arab ENG in Israel
- LGBTQ+ ENGs in different geographical regions

ENG Members are the change agents that help us foster an inclusive and safe work environment in which everyone can be their true self.

### Our ENGs work on 3 levels

- Planning activities and growth opportunities for the group members;
- Creating visibility and education opportunities for the entire Amdocs population (campaigns, trainings);
- Developing volunteering and community engagement opportunities outside Amdocs, to promote inclusive education and future employability for diverse populations

Members of our ENGs also help us drive change to impact hiring, engagement and retention of diverse employees. The ENGs leaders get trained and supported by our diversity team and are meeting on a periodical basis with the executive sponsors of the relevant stream to discuss the action plans with them and help the sponsors deepen their understanding of diversity & inclusion.

# engaging the board of **directors**

We have regular discussions dedicated to diversity and inclusion with both our Corporate Committee and our Board of Directors.

# bias **training**

We conduct Unconscious Bias trainings for managers, and introduced the concept of managing bias during the hiring process in real time. Our new upskilling platform for managers, SWITCH, includes multiple learning sessions around diversity and inclusion, tailored to different managerial roles (team leads, junior managers, senior managers).

In FY20, over 600 managers took part in Unconscious Bias sessions in India alone.

# gender diversity

At Amdocs, gender diversity is crucial to our identity, creativity, and product development. We realize that our goal to increase representation of women in an industry which has traditionally faced challenges attracting women is an ambitious one, but we are optimistic.

## gender diversity targets and priorities

### Targets

1. Grow women representation by 20% by 2023: from 31% to at least 37%
2. Our focus in 2021 is on women in managerial and customer-facing roles
3. In FY 21, we aim to provide 1,000 women with growth opportunities

### governance

The entire governance structure is overseen by our Corporate Social Responsibility team, which includes a global diversity and inclusion manager, as well as support for regional functions. The Corporate Social Responsibility team reports to the Head of HR and to the COO & CFO. A major asset in pushing gender diversity are our 25 INSPIRE champions, a group of female and male directors and vice presidents, from all regions and divisions, who work as agents of change to close the gender gap.

### monitoring gender diversity performance across each unit

We have designed practices and tools to monitor gender equality, aimed to be considered during our people-related processes, including performance evaluation, salary revisions and annual bonuses.

In addition, each business unit's general manager reports on their unit's gender diversity data and progress on this issue as part of their quarterly business review to our CEO. The progress is measured against our target:

To grow our women representation by 20% in 3 years and reach 37% women globally across the company.

Each unit has its own target, based on the unit's specifics.

### gender kpis

Gender diversity is a material issue in our Human Capital Management, and as such is reflected in gender KPIs which are reviewed quarterly.

# gender diversity performance

While 31% of all our employees are women (which is already higher than the industry benchmark of 30%), we want to keep pushing for more women representation – our target is to reach 37% women representation in three years.

In FY20, women made up **35%** of our employee base growth.

Diversity indicator	Percentage (0-100%)		Target
	2019	2020	2022
Women share of total workforce	30.7%	31%	37%
Women in all management positions, including: junior, middle and senior management (as % of total management workforce), including Team Leaders	24%	23%	28.3%
Women in junior management positions. i.e. first level of management (as % of total junior management positions)	26.1%	26.4%	31.4%
Women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as a % of total top management positions)	31.1%	27%	32.4%



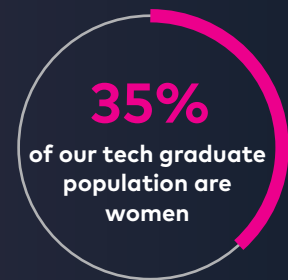
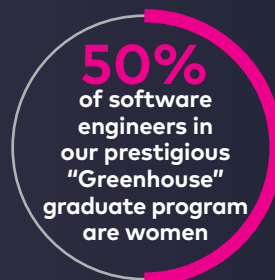
## women in tech roles

To ensure that we are on track to achieve our goals, we monitor a variety of indicators that measure our progress through the process of increasing women representation in technology. One of the important parameters is women as new hires as well as women in the tech-graduate population as this will naturally improve our gender-diversity indicators in the future. **In two years, we increased our women new hires by 12% for all tech roles - from 25 to 28%.**

### In total



### Among new hires



### e q u a l p a y

Amdocs is an equal opportunity and equal pay employer. Promoting and ensuring Equal pay is of the utmost importance to us as a company and is one of the cornerstones of our diversity and inclusion strategy. As such, we have been increasingly engaged in reviewing and measuring equal pay, for all genders, worldwide considering location, role, seniority level and applicable unit, while using the assistance of various tools which were developed for this purpose. Our review reassures our position as an equal opportunity and equal pay employer.

Our focus and efforts ensuring equal pay include increasing awareness and adding internal tools for managers and leaders to support their view and decision when considering compensation changes or payments to employees. Such efforts and tools include dashboards and tutorials.

We are committed to continue with our ongoing review of our organization while creating the relevant mechanisms and processes to promote equality in each local context. As part of our efforts on the topic we are designing additional practices to reassure equality, aimed to be considered during different "moments of truth" in employees' life cycle such as – entry offers, promotions, salary revisions, performance evaluation and bonus allocation.

The importance of equal pay is also manifested in a comprehensive periodical review and discussions in various management and Board of Directors forums.

### a m d o c s w o m e n n e t w o r k

We offer different types of growth and networking opportunities under the global umbrella of the Amdocs Women Network:

1. **Leadership programs:** we run several programs offering a structured growth path for women that are tailored for different audiences. For example, our Build Your Leadership Voice program in India targets team leads who we believe are ready for the next step in developing their career, while our FY21 global Inspired connections group targets female managers.
2. **Virtual coffees:** ongoing opportunities for intimate virtual coffee group sessions with our female leaders, as well as opportunities to connect with other women at Amdocs on 1:1 virtual 'coffee dates'.
3. **Enrichment sessions:** we offer global and regional enrichment sessions on career development and trends around women in the workplace, tools for networking, public speaking, negotiation and more.
4. **Women circles:** a platform where women can connect more deeply with other women through regional or business unit-based women's circles, providing a space to share challenges and advice, and celebrate each other's wins.





# initiatives and programs for our communities

As part of our deep commitment to gender equality we will continue working with our local communities, focusing on tackling the barriers that systematically draw young girls away from science and math throughout their education.

**Start early** is a unique educational toolkit that we developed to start a discussion with middle-school girls and boys aged 10 and above. It was designed to raise awareness of gender bias and its effect on schoolwork, self-perception, coping strategies and interest in tech.

**As of March 2021, the toolkit had 3,600 pageviews.** The toolkit is available for online downloading in 7 languages, and was launched via a social-media campaign on International Women's Day 2021, in which our women leaders and employees gave advice to their 16-years old selves. The campaign, under the slogan "**Be the Cause,**" focused on small actions we can all do to promote gender equality, as well as on creating networking opportunities for Amdocs women through virtual coffee dates, 1:1 and group sessions with our leaders, and the launch of Amdocs women network.

## LGBTQ+ diversity

In June 2019, we adopted a new LGBTQ+ inclusion global framework which was developed in collaboration with a group of employees who belong to the LGBTQ+ community worldwide.

The framework includes:

- The formation of employee networking groups for our LGBTQ+ people by region
- Conducting training on a regional basis for our HR professionals and managers around LGBTQ+ inclusion
- Reviewing the policies of the vendors we work with for employees' benefits to ensure inclusiveness
- Developing our community impact and volunteering channels with LGBTQ+ community organizations
- Our parental-leave policy is gender neutral and also covers adoption and surrogacy

In addition, we have an annual pride month campaign to create visibility and awareness for inclusion. In FY20 it focused on our people's personal and family's stories, and created productive engagement, with over 6,500 employees showing support for Pride.

Here is a summary of our 2020 campaign:  
<https://www.amdocs.com/about/corporate-social-responsibility/diversity>

Our 2021 Pride campaign was focused on how to enable each of us to become an ally for inclusion and support an inclusive work environment for LGBTQ+ people. LGBTQ+ inclusion is about feeling safe and comfortable to be who you are at work, and not having to conceal your identity in a way that affects your wellbeing and performance. It is about feeling you are valued and appreciated for who you are and being treated equally well by your environment.

In this campaign, we have offered our employees tips on how to be an ally, videos about our employee's [experiences](#) regarding allyship, sessions on workplace inclusion, a playlist on LGBTQ+ culture created by our employees, and a global pride talk show that concluded the campaign.

## external recognition

Amdocs Mexico has been recognized by the NGO Human Rights Watch as one of Mexico's Best Places to work for LGBTQ+ for 2021. The recognition is based on our non-discrimination policies, our site diversity and inclusion committee, and our public support of the LGBTQ+ community.



# ethnic diversity

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

Our efforts around increasing both our talent and the cultural awareness for diverse ethnic groups currently focus on two regions: Israel and North America.

## israel's number 1 tech employer for israel's arab society

We are proud to be one of Israel's leading tech employers for the Arab society in Israel. The Arab society is the largest national minority in Israel and its representation in the tech sector is a key economic and social challenge for Israel. In 2020, **5% of our employees in Israel were Arabs (significantly higher than the tech industry benchmark of 2%), while 11% of new hires in Israel were from the Arab society.**

We are a member of the "Collective Impact Partnership for Arab Employment". As part of this effort, we have focused hiring initiatives for the Arab society in Israel, including bootcamps and training programs, targeted advertising and inclusive hiring practices. We also have

an office in the city of Nazareth – the biggest Arab city in Israel and a significant center for the northern region where the majority of the Arab population resides – to allow better access for Arab engineers. Additionally, we have a networking group for our Arab employees and we constantly examine our practices to ensure we maintain an inclusive work environment.

As part of our "Start Early" approach to diverse representation, we support students from low-income families and are also investing in educational programs for Arab youth – encouraging STEM education and allowing early exposure to the possibility of having a career in tech – as early as junior high.

## north america diversity and inclusion

In the United States, we launched our ethnic diversity framework, which includes

- Employee networking groups for Black, Latin, and Asian employees
- A focused effort on diverse hiring and specifically graduate hiring as part of our global #boundless Talent Acquisition diverse hiring initiative, which includes targeting career fairs in historically Black colleges and universities and Hispanic-serving colleges
- A data-update campaign that allows our employees to choose to identify themselves according to diversity parameters in the Amdocs HR system
- Focusing community relations and volunteering efforts on projects that impact diverse ethnic groups
- Learning journeys for managers around the topic of race at work, as well as a quarterly diversity and inclusion regional event
- Focused awareness campaigns around Black History Month, Hispanic Heritage Month, and other relevant calendar dates

This new framework is a continuation of a commitment made by the company in June 2020, at the time of the Black Lives Matter protests, to work to improve our inclusiveness and the representation of ethnic groups in our US workforce.

"We stand side by side with our African American colleagues and communities, and we promise to listen and take action, while engaging in active social discourse to make our working environments, our company, and our communities a place of diversity and inclusion across the globe".

**Anthony Goonetilleke,**  
Group President, Media,  
Network and Technology,  
Amdocs

The framework has the executive sponsorship of Anthony Goonetilleke, Amdocs Group President of Technology, Media and Network.

**For more information –**

[Anthony Goonetilleke's letter on racial intolerance](#)

# persons with disabilities

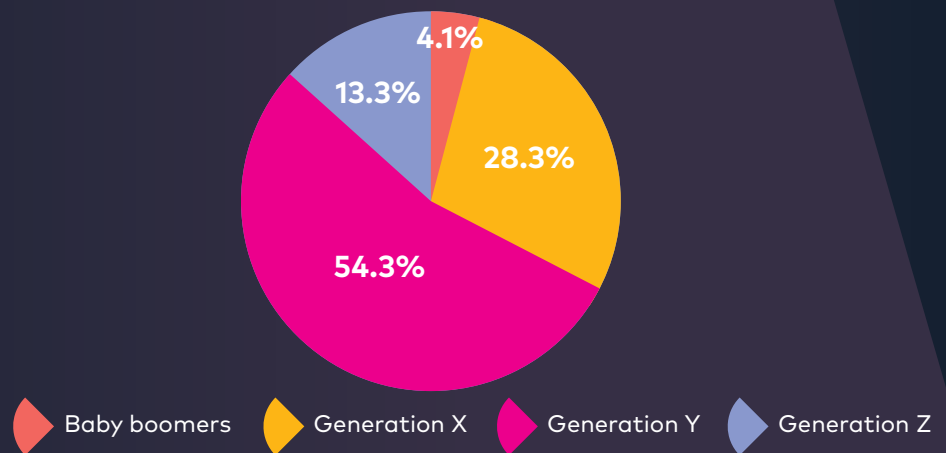
Our efforts around access for people with disabilities include several components.

- **Inclusive design:** Our UX/UI studio maintains the WCAG 2.0 standards of inclusive design in our external products. Amdocs offers free accessibility guidelines for web developers on how to adjust UI/UX elements when building websites to accommodate people who are color-blind or have other disabilities.
- **Training for tech students with disabilities:** As part of our effort to increase the representation of people with disabilities at Amdocs and in the tech industry in general we launched an intensive bootcamp for tech students with disabilities that gives them exposure to tech careers, as well as additional hands-on experience and soft skills workshops. It also serves as a springboard to joining Amdocs Israel via our prestigious Greenhouse graduate program.
- **Raising awareness:** each year we mark the International Day for Persons with Disabilities on December 3, with a global awareness campaign that includes sessions for our employees.

# generational diversity

Our generational breakdown is a good representation of the generational mix in our global workforce.

Age diversity in Amdocs



Our efforts to ensure age representation and equal opportunities include:

- Our non-discrimination commitment covers age as a protected status.
- We are working on broadening our Unconscious Bias Training for managers, originally developed around gender diversity awareness, to include age discrimination, and we have been conducting sessions on ageism with our HR professionals as well as internal communication teams.
- Our hiring managers' training around unbiased interviews also covers the issue of age discrimination.



## 2.3 corporate citizenship and community projects

Being responsible citizens is integral to Amdocs culture and strategy. Enriching lives and progressing society for a better-connected world is our mission statement and our guiding principle in everything that we do. We encourage and support our employees to give back, and through volunteering initiatives, we strive to create lasting, cross-sector partnerships in our local communities.

In 2020, our corporate citizenship and philanthropic contributions amounted to \$804,945 and we donated over 2,000 laptops to people in need.

A cultural transformation, underpinned and accelerated by technology, has taken place worldwide in the past year and a half due to COVID-19. The adoption of new technological tools in response to the pandemic has accelerated to levels that were not expected for many more years. Different parts of society are adapting to the changes at different paces, and inequality with those left behind has increased so Amdocs has developed and supported multiple initiatives to give communities the opportunities, skills and knowledge to actively join today's connected world.

Despite the need to reinvent our efforts by switching from face-to-face to virtual activities, the pandemic accelerated our community programs and drove us to create projects that bring even more value to our society and communities, through:

- Bridging the digital divide
- Increasing future employability
- Bringing inclusivity
- Fostering sustainability and wellbeing



<sup>1</sup>Baby Boomers: born before 1964; Generation X: born 1965-1980; Generation Y: born 1981-1994; Generation Z: born after 1995



# digital inclusion

We bring digital inclusion to and create new opportunities for communities and populations worldwide. We believe that connectivity and technology should be available to all so we are focused on ways to bring digital inclusion to, and create new opportunities for, communities and populations worldwide. We aim to contribute to building an inclusive digital society where no one is left behind, and where technology is relevant and accessible to everyone across all ages and socio-economic groups, from those in rural settings to our growing cities. By supporting innovative digital-inclusion initiatives, we help individuals and communities to develop the knowledge and skills they need to thrive in the digital age.

During the COVID-19 pandemic the digital divide became more pronounced and apparent. Amdocs worked to close immediate gaps by donating nearly 2,000 computers to youth at risk, elderly people in isolation, and medical staff.

**Digital-inclusion executive challenge, Worldwide** – Amdocs set a challenge focused on how to bridge the digital divide and promote digital inclusion that was open to all our employees worldwide. The subsequent winning projects cover different regions in the world and all aim to provide access, connectivity and upskilling to people in need, and will all receive the funding and support to realize them in FY21 and FY22.

**Providing internet access to four schools in Kenya** – In partnership with the Safaricom Foundation in Kenya, Amdocs connected four schools in remote rural areas in Kenya to the internet for a year, benefiting over 7,000 students who did not otherwise have internet access.

**Digital literacy training in different countries** – For example, in India, Amdocs trains women from underprivileged backgrounds on how to use digital apps and platforms like accessing online government services, internet banking and Facebook marketing. In Europe and Australia, Amdocs runs training sessions for the elderly on how to use a smartphone and a laptop. Amdocs also conducts a basic digital skills course for citizens of the southern city of Sderot in Israel.

We also established our impactful "Digital Friends" call center initiative: set up in March 2020, right at the beginning of the pandemic, volunteers from Amdocs Israel have helped to bridge the digital gap for thousands of elderly people in lockdown. Our volunteers provided remote technical support (for example: installing video or instant-messaging apps, explaining how to use them, solving basic technical issues on devices, etc.) to enable them to stay connected to their loved ones and access essential services by harnessing the power of technology, and the creativity, kindness, and dedication of our volunteers. One of them shared his personal experience:

"If I had to pick one Digital Friends' request that I particularly remember out of all the ones I handled, it would be the one from an elderly Holocaust survivor and musician who lives in Jerusalem. When COVID-19 broke out, he became completely cut off from his two daughters, one of whom lives in Canada. His other daughter in Israel turned to us to see if we could help. We managed to get a mobile phone operator to donate a smartphone and SIM card, then we installed everything he needed and had it delivered to him. I had a few calls with him and he said that we had changed his life... He could suddenly talk to his daughters and see them on video, and could now watch piano concerts on YouTube which was super-important to him. I'm so glad that I was able to play a part in this, and in Digital Friends as a whole".

**Alon Radzi,**  
Amdocs Volunteer

## digital donations

During the current pandemic which made it extremely challenging for school and college students to continue their education, Amdocs volunteers have found different ways to support students, including donating over 2,000 laptops and other IT equipment to daycares, NGOs and families in need, so that students can participate in remote learning, and elderly populations stay connected with their families. The IT equipment also enabled our volunteers to continue to teach digital skills virtually to students and women entrepreneurs.

## future employability

We are empowering children and youth in the communities in which we live and work and building future employability and diverse workplaces. Our projects include a mentorship program in India, bootcamps for Arab students and students with disabilities, and technology programs for girls (Israel, Mexico, India) and scholarships for underprivileged students (Israel, The Philippines, India, US).



## 2. Our people and communities

### Case study

**Our Virtual Mentorship Program:** In FY20, thanks to travel restrictions and a lockdown in place, we transitioned our mentorship programs in India and Israel from face-to-face to online, with corporate social responsibility volunteers successfully adapting to providing virtual mentorship over phones or laptops. This was one of the programs which really thrived in the virtual atmosphere because it enabled Amdocs volunteers to connect with students in need from all over the country. A hundred and fifty mentors engaged with 150 students who were mentored on topics such as corporate employability, technology related subjects and soft skills. The mentorship programs, which are usually long term (at least 3-6 months) have been very well received, and we are now looking at scaling up this program to include mentors from other Amdocs locations.

### Case study

**Shine Bright webinars:** Our Talent Acquisition team has helped hundreds of young people in different regions to become more employable through CV, LinkedIn, and online interview training.

### Case study

**Women in Tech:** For the past three years, Amdocs has been a strategic partner for two organizations in Mexico: "We Love It" and Mentoralia. Both organizations work to promote the empowerment of girls and young women into technological careers. Some of the activities that Amdocs volunteers have taken part in include sponsorship, mentorship, donations, and volunteer workshops for the girls. Following this commitment, in 2021, Amdocs has now also partnered with the global non-profit organization Girls in Tech which focuses on the engagement, education, and empowerment of women in technology – we will be holding workshops to empower young girls with digital tech skills.





# promoting inclusive education

We support greater diversity and inclusion in the communities in which we live and work, with a huge focus on gender and ethnic diversity, and we continuously try to drive awareness about these topics both internally and externally. We hold multiple global and regional campaigns around diversity topics annually, and our company leaders frequently raise the importance of diversity and inclusion in media appearances, on their own social-media accounts, and in industry conferences and events.

Examples of our many inclusive-education programs worldwide (in Mexico, Israel, Cyprus, US, India, Thailand and Philippines) include: mentorships for maths and English; financial education aimed at children, teenagers, and women; youth entrepreneurship programs; and innovation programs for design students. Another example is our unique "Start Early" educational toolkit. Designed to raise awareness of gender bias and its effect on schoolwork, self-perception, coping strategies and interest in tech, we developed it to help start a discussion with students aged 10 and above.

It was designed to raise awareness of gender bias and its effect on schoolwork, self-perception, coping strategies and interest in tech. In addition to our emphasis on gender equality, we work to help empower under-represented groups, working with many high schools in the Arab society in Israel.

**People with disabilities:** In the past year we've proudly supported inspiring global community initiatives that promote inclusion for people with disabilities. We hosted entrepreneurship workshops for people with disabilities, volunteered with organizations that provide services for people with severe disabilities, and renovated a home for children with disabilities.

**Agam project:** Amdocs has been working with SHIFT – a cyber-education program for girls to increase the number of girls who choose to study technology in high school in Israel. In 2020-2021, out of the 120 girls who participated in the program – many of whom came in with the assumption that these studies are geared toward male students – almost half of them have subsequently decided to pursue studies in technology.

**Innovation program:** Together with Israel's Ministry of Education, Amdocs leads a yearly project in which 100 design students and teachers develop innovative products related to United Nations' Sustainable Development Goals (SDGs).

**Entrepreneurship programs:** Amdocs mentors hundreds of youths in Israel per year in technology and works to connect them to the industry.



# fostering sustainability and **w e l l b e i n g**

Satisfying basic needs such as food and safety is a primary step for any change. Amdocs takes an active role and uses all its creativity, knowledge and social capital to improve the lives of many. Our digital projects (for more details see the Product chapter), like the Social Hub, and physical activities are making a change for the good.

Supporting our communities' wellbeing during the pandemic was an important focus for Amdocs in 2020. Our response included:

- Looking after our communities' health which included donations of medical masks, medical supplies, protective equipment and life-saving machines
- Feeding the needy: More than 250,000 meals donated to people who suffer from food insecurity
- Taking care of the elderly: Digital Friends call center set up and run by Amdocs volunteers, protective equipment, and food

**Raising funds for the underprivileged:** in Germany, there are many cases of socially- deprived and underprivileged children who are seeking shelter after school rather than going home. For years, Amdocs Dusseldorf has been sponsoring the Arche, a children's shelter in Dusseldorf and 24 other locations in Germany, Switzerland, and Poland. Due to COVID-19, the Arche was forced to close, despite a steep increase in children seeking shelter. So as to not leave these children unattended, the Arche has been sending people out to visit children and provide food, basic needs and counselling, and Amdocs has started a special fund to raise money for the Arche's efforts.

Additional community impact and diversity-supporting projects include volunteering to renovate a home for disabled children in Peru; supporting women's shelters in Israel, the US, Australia and more; raising over 30,000 USD to help elderly populations stay warm throughout the winter in Israel. In a global UNICEF donation drive, Amdocs raised 85,000 USD for communities in India and Brazil.

**Elimination of Violence against Women:** our initiatives and programs include:

- On 2020's International Day for the Elimination of Violence against Women in November, we conducted awareness sessions for our employees
- In 2020, we proudly sponsored a hackathon for tech solutions for the prevention of domestic violence, donated full sets of apartment furniture for a women's shelter in Sydney, and dozens of laptops for a women's shelter in Israel
- We developed Start Early, a unique educational toolkit for anyone to help start a discussion with middle-school girls and boys aged 10 and above. It was designed to raise awareness of gender bias and its effect on schoolwork, self-perception, coping strategies and interest in tech
- In Israel, we participated as mentors, judges and sponsors in a hackathon in honor of Michal Sela, a woman brutally murdered by her husband, with the aim to create tech solutions to fight violence against women



# 3. **v a l u a b l e** products and services

The pandemic re-shaped many aspects of our lives, from our homes and families, to our work environment and beyond. It also accelerated and solidified consumers' expectations that most products and services should be available online. At Amdocs, our vision is to enrich lives and progress society through creativity and innovation for a better-connected world. We have a legacy of products and services that deliver value for businesses, society and the environment. We are especially proud that our solutions help to cope with the crisis through enhancing customer journeys and making services digitally accessible. But most importantly, we establish the groundwork that allows our customers to prepare for the exponential increase expected in data services consumption.

## **i m p a c t o f C O V I D - 1 9** on customer behavior

Social distancing created a ripple effect, with consumers now understanding that much of what we used to achieve in person can now be done digitally.

Amdocs surveyed 1,000 consumers over the age of 18 to get a deeper understanding of new consumer behavior. The findings indicated that consumers have changed the way they relate to day-to-day activities, whether it's work, school, healthcare, or entertainment. This opens up new opportunities for service providers globally.

Amdocs is committed to addressing today's needs, while helping our customers to prepare for tomorrow's. By accompanying service providers on the journey to monetizing next-generation fiber and 5G networks, we help them address the incredible increase of the demand on Wi-Fi needs. Our solutions help them to expand their online services to support new lines of business such as e-shopping, e-banking, and e-learning, and to improve their customer experiences through initiatives like virtual stores, intelligent queuing, self-service, self-care by profile, center bots, etc.

- **30% of consumers are experiencing remote work for the first time**
- **20% have tried remote learning for the first time**
- **26% have signed up to new free trials (HBO, Apple TV+, etc.)**
- **18% are experiencing the telehealth for the first time, while 21% say they'll continue using these new services once the crisis subsides**



#### Case study

#### Boosting service providers' journey to the cloud in collaboration with Microsoft

By helping our customers to move their business and operations to the cloud means we are driving **energy-efficient software solutions**. Amdocs collaborated with Microsoft to enable service providers to adapt to the cloud using Amdocs' cloud-native BSS/OSS solutions and services and cloud-transformation services, as well as deploying 5G networks in the cloud. The expanded cooperation will accelerate the communications and media industry's journey to the cloud, enabling service providers to offer new and differentiated cloud services to drive growth, customer loyalty, and added value with fast and agile interactions, and a wide ecosystem of third-party partners.

"As service providers embark on the most widespread transformation the communications and media industry has seen, Microsoft is playing a pivotal role in accelerating CSP journeys to the cloud. We are delighted to become a Microsoft preferred Industry Priority Scenario (IPS) Partner."

**Shuky Sheffer,**  
President and Chief Executive Officer,  
Amdocs

In the era of 5G and the cloud, service providers have a unique opportunity to future-proof their networks, lower operating costs and boost revenue. Our collaboration with Amdocs delivers the advantages of 5G and the cloud in addition to offering service providers a rich ecosystem of apps and devices. With our joint integrated platform, service providers can provide mobile edge computing and private networks for the digital enterprise."

**Judson Althoff,**  
Executive Vice President, Microsoft's  
Worldwide Commercial Business







# 3.1 making a **positive impact** through our solutions

Our solutions are designed to modernize, automate, and digitize our customers' business, making them more efficient, less reliant on physical hardware and scalable so they don't waste resources. Our impact and solutions:



## Encourage the use of cleaner cars in London

Our solutions and products support the provision of key digital business systems and automation technology to enable Transport for London to charge highly polluting vehicles a fee for entering new specific Ultra-Low Emission Zone specific zones within the city.



## Help the industry towards energy-efficient software solutions

Our products and solutions support service providers to shift away from costly, energy-consuming hardware components by delivering software-driven capabilities on shared platforms. For example, in the area of network planning and optimization where we help service providers to remotely and proactively forecast network demand and triggering optimization, all without the need for physical intervention in the network. Another example is through Cloud Strategy and Cloud Consulting where we help service providers to develop a strategy that optimizes the use of resources for compute, storage and more.



## Support social innovation

For example, through our mobile financial services solution which allows service providers to offer financial inclusion by helping unbanked and underbanked people to use their phone to manage their finances, transfer money, shop, and pay bills.



## Reduce the use of paper and plastic

Through solutions like Document Management and BriteBill which enable organizations to replace manual paper documents with new electronic forms, saving resources and making administration easier for customers. Another example is our eSIM platform which allows service providers to manage end-to-end eSIM activation, eliminating the need to produce traditional plastic SIM cards. We also help support small cells for mobile network coverage which can be installed on existing structures, instead of purpose-built mobile towers. This reduces the level of tower construction, materials usage, and installation costs.



## Reduce site visits and associated energy use

Examples of ways we support this includes:

**SmartBot** – with a smart chat-bot, consumers are less likely to go to a local service provider to resolve any issues, reducing CO<sub>2</sub> emissions from transportation and inconvenience in the process.

**Enterprise Accelerator Smart Selling Solution** is a streamlined experience that helps service providers and customers spend less time on physical site visits and benefit from increased efficiency, reduced operational costs and lower energy consumption.

**The HomeOS** platform allows service providers to monitor the quality of experience for any connected device or service, while giving customers the benefit of automated and proactive care for their connected home experiences. This improves the efficiency of the care processes, including potentially eliminating the need for on-site analyses and resolutions.

**Remote Contact Center** is the result of a partnership between Amdocs and AWS to provide contact center agents with a cloud-based desktop-as-a-service platform to eliminate their need to commute to offices, as well as reduce the cost and impact of purchasing specific use hardware for virtual desktop environments.

**DigiSales** is a collaboration platform that enables seamless identity verification, communication and collaboration to remove the need for in-person interactions. It allows agents to share files and images, eliminating the need for in-person support. It also has eSignature capabilities to reduce paper waste.



# 3.2 our technological solutions for community causes

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.

For example, we are a Founding Partner in the 5G Open Innovation Lab which is a global ecosystem for developers, enterprises, wireless carriers and technology leaders, that works together with start-ups to fuel the development of new 5G-powered capabilities. One of our collaboration projects together with T-Mobile, Microsoft and others being trialed at the moment relates to providing access to real-time data to support food resiliency.

#### Case study

#### Using digitalization to feed 500,000 people and more

The project started in Mexico, where seven Amdocs employees developed an app that connected people in need of food with places and people with food surpluses via mobile phones. In just one year, this digitalized "Jalisco Sin Hambre" ("Jalisco Without Hunger") initiative enabled over 400,000 people in the state of Jalisco to gain access to food, without the need for additional financial investment. This Amdocs CSR initiative has been recognized as a world-changing idea (2020) by Fast Company, and now we are preparing to rollout this local project in the APAC region.

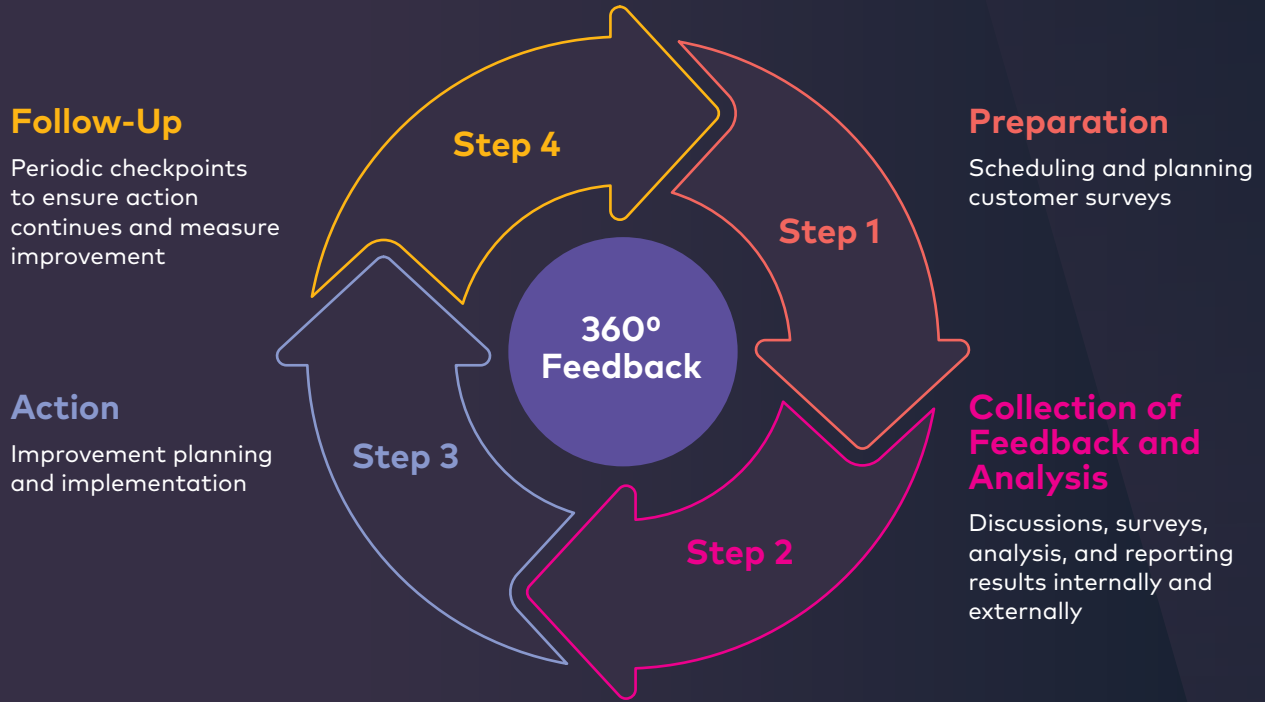
Following the success of this initiative, the Amdocs CSR team set up The Social Hub to find 10 relevant digital-powered community projects which have a significant positive impact, and which can then also be scaled up and rolled out globally, like the project in Mexico.





# 3.3 customer satisfaction

The Amdocs Voice of the Customer (VOC) program measures customers' satisfaction and loyalty, surveying the top 65 accounts, as a stand-alone process throughout the year.



This program utilizes face-to-face/or online 1:1 interviews and web-based surveys in 11 languages to gather in-depth feedback. The key metric, loyalty, is based on the Walker Loyalty Matrix, a proprietary algorithm of Walker Information. Customer feedback and key metrics are extremely important to Amdocs senior management and have a direct impact on executives' goal sheets. Results are presented back to customers in a timely manner to confirm priorities, respond to the feedback and complete the loop.

In FY 2020, 1,669 customers provided their feedback, with 67% of them qualifying as "Truly Loyal Respondents."

Customer Satisfaction	FY 2018	FY 2019	FY 2020
% of Truly Loyal Respondents in the reporting year	60%	67%	67%





## 3.4 accelerating innovations

Amdocs successfully pursues corporate innovation based on five drivers:

- 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 usually involves collaboration
- Ensuring relevance: innovation can help guarantee that our company remains relevant, since it requires keeping up to date with 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 drivers, Amdocs has been able to successfully implement innovative new programs in diverse fields:

### online retail

Amdocs is working to revolutionize online retail by predicting user behavior and making it digitally accessible. We appropriated the gaming aesthetics by using 3D technology to augment the online shopping experience. The sales intelligence solution integrates fully into any service provider's business support system and can include a chatbot presented as an avatar for a complete self-service platform, or have the agent guide the user in real-time whilst having a complete view of where the user is in the 3D store by connecting via VOIP and using a sentiment-analysis tool to gauge customer satisfaction.

### eHealth as-a-service

We are working with a service provider to repurpose their network and application infrastructure to enable remote care and telemedicine. We have developed a B2B portal from which hospitals, clinics or a consortium of doctors can purchase remote care and telemedicine services, 5G network slicing (for remote surgeries using robotic arms or the likes), as well as medical IoT devices. The solution includes 30 medical-care plans which can be reconfigured through a user-friendly drag and drop system, a data-intelligence tool which collects medical readings from the system's app (or any integrable medical IoT device) and a dashboard which aggregates all patients' data to allow patient monitoring in parallel to the automatic remote care system. The system integrates into the customer's catalog and price plan for easy bundling.





## smart cities

We are working on innovative solutions involving public safety, communication infrastructure, increased adoption of Internet of Things, 5G, smart utilities (eGovernance, smart lights, smart education and smart healthcare, water management, and waste management), smart transport, smart citizen services, smart buildings / PropTech and sustainability, all of which can be offered to municipalities as standalone services or as part of the service provider's marketplace services.

## media and content

Amdocs innovation in this field includes connecting metadata to content, computer vision and augmented reality to enable immersive TV/content and gaming experiences. Our Watch Together solution also allows remote viewers to converse with each other and experience a football match together, and a playlist of educational TV content for families and children includes monetization potential for services through relevant advertisements and more.

## blockchain

Our B2B solution leverages blockchain technology for smart contracts, partner management and settlement agreements, to automate an otherwise manual and lengthy process. We work with various blockchain experts and can also develop solutions for eGovernance, payments, and data sovereignty, among other uses.

## digitising small-medium businesses or enterprises

Amdocs has created a marketplace for our customer's small business and enterprise customers where they can purchase an array of solutions offered "as a service" for their business that includes IT solutions, HR, website design, social-media management, accountancy, insurance and more.

## loyalty

We are working on an aggregation of loyalty and stickiness-increasing solutions to accompany customers throughout their lifecycle. Loyalty means different things to different customers and their sentiment towards any brand is dynamic. Here we offer a best of breed voice of the customer solution, data intelligence and machine-learning models to predict the propensity of consumers to churn, personalisation tools, a split-payment system, and other solutions to ensure our customers don't lose their end-customers at any point in the journey



# 4 . e n v i r o n m e n t , h e a l t h a n d s a f e t y

## 4 . 1 E H S m a n a g e m e n t

Amdocs is committed to conserving natural resources by reducing the use of energy, consumables and water, and minimizing pollution by reducing greenhouse gas (GHG) emissions and reducing landfill waste.

We have implemented a global Environment, Health and Safety (EHS) management system according to the international standards ISO 45001:2018 and ISO14001:2015.

Our EHS management system is designed to support and manage Amdocs significant EHS aspects, allowing us to adjust our tools and methodologies accordingly. The EHS objectives and roadmap are presented, reviewed and guided by the Chief Operating Officer and Chief Financial Officer.

To maximize performance, we conduct:

- **Performance self-assessments**
- **Hazard identification and risk assessments**
- **Environmental reviews**
- **Compliance assessments on environment, health and safety regulations**
- **Operational control checklists**
- **Emergency drills**
- **Internal audits, trainings and awareness programs (as well as continuously monitoring changes in policy around the world)**

Amdocs sees great value in making EHS goals and activities transparent to our employees and our customers. To make this a tangible reality, we introduced an EHS portal on our intranet where employees can access information related to GHG measurements. They also have a platform to offer suggestions for reducing emissions and contributing toward our environmental sustainability.





# 4 . 2 e n v i r o n m e n t

Although Amdocs is a software company that does not produce any physical products, we are nonetheless committed to minimizing the negative environmental impact of our operations. Our updated environmental policy sets new focal points for Amdocs environmental commitments:

- Engage in innovation of products and solutions with reduced environmental impact
- Conserve natural resources by reducing the use of energy, consumables and water
- Minimize pollution by reducing greenhouse gases (GHG) emissions and reducing landfill waste

At the height of the COVID-19 crisis, most of Amdocs' people were working from home. We have therefore adjusted our environmental awareness campaigns and projects to address sustainability issues at home through online lectures and communications that focused on reuse and recycling in the household.

### Targets, as part of our participation in the Science Based Targets Initiative of the Paris Climate Agreement:

- Amdocs commits to reduce absolute Scopes 1 and 2 GHG emissions 21% by 2024 from a 2019 base year
- Amdocs commits to reduce absolute Scope 3 GHG emissions 13% by 2024 from a 2019 base year

In 2020 we managed to reduce our relative emissions (per employee) by 35.6%.

Our goals for Scopes 1 and 2 were set in line with the level of de-carbonization required to limit global warming to 1.5°C and are approved by the Science Based Targets Initiative.

- By FY 25, we plan for our vehicle fleet to be 80-85% hybrid/electric/fuel efficient cars

In the end of FY20, 60% of our vehicle fleet was hybrid/efficient cars, which surpassed our mid-term target for FY20 of 50%. Our mid-term target for FY 21 is to raise this number to 65%.

## c o r e m e m b e r s h i p s

Amdocs is a member of multiple influential sustainability organizations, including the Carbon Disclosure Project (CDP) and The Science-Based Targets Initiative.

Amdocs has been reporting to the Carbon Disclosure Project since 2010, and we are proud to share that our score for the 2020 report was awarded an A-grade.



# reduction of GHG emissions

Greenhouse gas emissions are our most significant source of environmental impact. We manage our carbon footprint using the Greenhouse Gas Protocol Corporate Standard. Our carbon footprint is mainly composed of the energy used in our buildings and data centers (purchased electricity – Scope 2), as well as from air travel and employee commute (Scope 3). Amdocs environmental reports cover over 95% of our business operations, including Scope 1, Scope 2 and Scope 3 emissions, and are verified by a third-party independent auditor in accordance to ISO14064-3.

GHG emissions	Scope 1	Scope 2	Scope 3	All Scopes	All scopes per employee	% of relative emissions reduction (per employee)
FY 2018	1,087	58,270	119,339	178,696	8.01	3.6
FY 2019	1,929	54,996	100,004	156,929	7.15	10.7
FY 2020	2,026	46,822*	50,613	99,461	4.6	35.6

\*According to the location-based method.

# reducing GHG emissions through energy efficiency

Amdocs is making several efforts to improve the efficiency of our electricity consumption and transportation methods and **reduced electricity consumption by 9% in FY 2020.**

Energy consumption	Total electricity consumption (MWh)	Total renewable energy (MWh)	Percentage of total renewable energy	Fuel consumption (gasoline for cars)* in million liters	Fuel consumption (diesel for cars)* in million liters	Data center energy usage (MWh)	Percentage of renewable energy on DCs
FY 2018	108,607.56	3,848.51	3.5%	3.14	1.37	58,780.5	11%
FY 2019	103,874.18	10,477.81	10.1%	2.26	1.18	54,626.04	12%
FY 2020	94,557.43	9,597.13	10.1%	0.54	0.29	56,021.27	10%

\*Data only for Israel.



# reducing energy usage in data centers

Considering that data centers are a major source of emissions for Amdocs, we initiated a number of projects to reduce energy usage in these sites around the world. Energy efficiency is at the core of our annual incentive programs and is reflected in the targets and goals of all data-centers' managers.

We ensure energy efficiency through:

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

	FY 2018	FY 2019	FY 2020
Average PUE	1.76	1.74	1.63

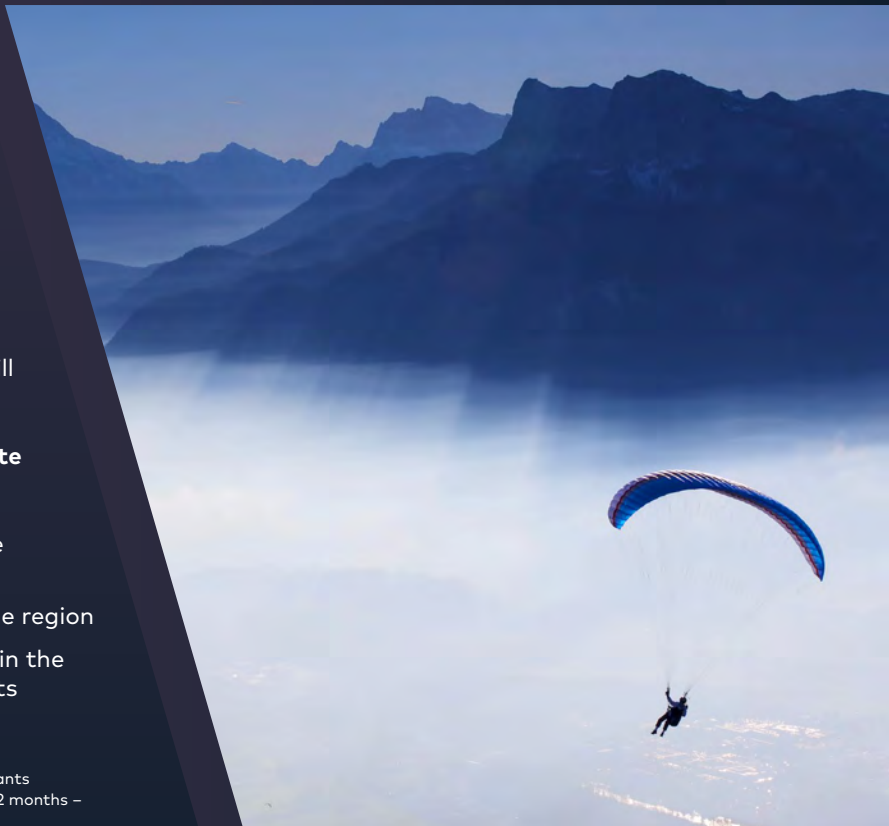
# offsetting carbon

To advance our carbon reduction program in 2020, Amdocs offset 3,337\* metric tons of CO<sub>2</sub>e (certified by CFP – Carbon Footprint Ltd) with the Wind Based Power Generation Project in Pune, India. This project activity involves the installation and maintenance of wind turbines and is operated by Panama Wind Energy Godawari Private Limited. The total installed capacity of the project is 80 MW which is equal to 40 wind turbine generators. The power produced displaces fossil-fuel-fired power plants and thus results in a reduction of Greenhouse Gas (GHG) emissions. The expected reductions are 136,936 tons of CO<sub>2</sub> per year. As of now this project will be operational until 2024.

**The project's additional benefits, beyond the immediate environmental ones:**

- Generation of employment opportunities during the construction and operation of the project
- Reducing the gap between supply and demand in the region
- Demonstrating the effectiveness of the technology in the region and help encourage other wind power projects

\*3337 tCO<sub>2</sub>e was the estimated GHG emissions calculated for all Amdocs occupants (employees + PO contractors working from the offices), working from home for 2 months – March 15th - May 15th during first COVID-19 outbreak shutdown.



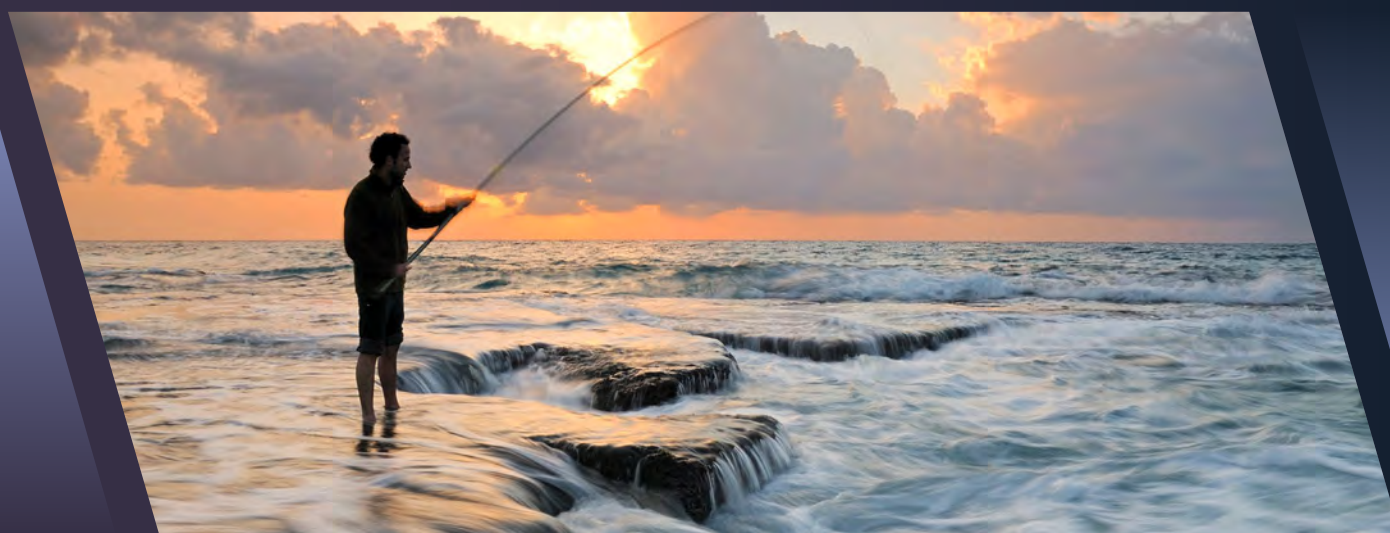


# waste and water management

Amdocs is constantly seeking to minimize its environmental footprint by reducing landfill waste, and its use of energy, consumables and water. However, Amdocs rents most of our sites and therefore does not completely control its water and waste management.

## Water use across all Amdocs sites

Water consumption	Unit	FY 2018	FY 2019	FY 2020
Total water use	Million cubic meters	0.158	0.204	0.09



# waste

By adopting the 3Rs approach – reduce, reuse, and recycle – we continuously work towards lowering the amount of waste we send to landfills. In our efforts to implement the 3R approach in Amdocs main sites, we purchase only recycled paper and try to reduce its consumption. In 2020, we consumed 18.85 tons of paper across our sites with more than 20 employees, compared to 29.74 tons consumed in 2019, achieving a reduction rate of 36.6%.

## Waste use across all Amdocs sites

Waste	Unit	FY 2018	FY 2019	FY 2020
Total waste generated (including organic materials and landfilled waste)	Metric tons	4,414	4,789	2,833.48
Total waste recycled (solid waste only)	Metric tons	172	160	133.30

# environmental impact reduction initiatives<sup>\*1</sup>

- Sites across all regions carried out online quizzes on environmental topics, engaging employees to take part and win prizes such as step counters, reusable bottles and coffee cups, tote bags, etc.
- We held a series of workshops for all employees and their families by the well-known Israeli artist, Hanoch Piven, where he taught children and adults his unique technique for reusing common day-to-day objects to create works of art.
- Our sites in Cyprus, Santiago and Israel have removed personal waste bins from the office as an example of the site's efforts to raise awareness of waste reduction and increase recycling rates at the sites.
- Sites in the Caribbean and Latin America inaugurated new recycling bins for every waste stream prior to the COVID-19 pandemic. We are hoping to kick off these recycling programs as soon as our employees are back in the office.
- At the beginning of FY20, Amdocs sites in North America and Israel ran recycling campaigns for personal electronic appliances. In two weeks, we collected a total of 2,200 pounds of electronic equipment and 700 pounds of batteries across all North American sites that were then recycled through local recycling companies.



### Case study

#### The new green Amdocs campus in Ra'anana, Israel

Amdocs is building a new campus in Ra'anana, Israel, that will provide a state-of-the-art working environment to meet the needs of Amdocs Israel and its employees, and support the company's ongoing growth. The design of the new campus is in accordance with LEED's strict green building requirements with the aim of achieving Gold-level certification. The campus includes:

- Advanced energy and water saving systems, aimed at reducing energy consumption by 20%, compared to the commonly used benchmark:
  - An innovative double skin façade that will reduce the amount of sunlight and heat absorbed and therefore reduce energy consumption needed for cooling
  - A highly efficient air-conditioning and lighting system
  - An air-conditioning condensation water recycling system for campus landscape irrigation
- A focus on employee wellbeing through thermal and visual comfort:
  - Heating, ventilation, and air-conditioning (HVAC) system designed to meet high thermal comfort requirements
  - Advanced lighting controls using daylight and occupancy sensors to reduce energy consumption and adjust lighting to outdoor conditions
  - CO<sub>2</sub> monitoring: monitors in conference rooms will alert building energy management systems in case of high levels of CO<sub>2</sub>
  - Natural daylight and views: most workstations are located near windows. Extensive exposure of daylight has significant benefits for people's health: it improves productivity, supports positive mood and alertness, improves sleep patterns, and reduces the use of energy-intensive overhead lighting.

\* For more details, see our CDP report. To receive a copy of our disclosures, please write to: [SocialResponsibility@amdocs.com](mailto:SocialResponsibility@amdocs.com)



# 4.3 health and safety

Amdocs strives to ensure that every employee, visitor and on-site contractor enjoys a safe and healthy work environment. This is achieved by adopting, implementing and continuously improving our occupational health and safety program. According to the Amdocs EHS Policy, 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 to mitigate hazards
- Increase employee awareness of 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 improve our overall EHS performance

## fy 2021 goals

1. Achieve zero SIF (Serious Incident / Fatality)
2. Reduce lost-time work-related accidents
  - Work-related lost time accidents – maximum 0.028 DART rate<sup>1\*</sup>
  - Lost days due to work-related accidents – maximum 10 OSHA severity rate<sup>2\*</sup>
    - Improve accident and incident classification and reporting
3. Anticipate stability on ergonomic interventions and growth on ergonomic adjustments

<sup>1</sup>\*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.

<sup>2</sup>\*OSHA severity rate is a metric to measure how critical or serious the injuries and illnesses sustained in a period of time were by using the number of lost days per accident.



# performance

We achieved our FY20 Goals:

- Reduce lost time work related accidents
- Work related lost time accidents – Maximum 0.028 DART rate\*
- Lost Days Due to Work-Related Accidents – Maximum 20 OSHA severity rate\*

Health and Safety	Unit	FY 2018	FY 2019	FY 2020
<b>DART rate*</b> <small>*Total number of lost time injury events x 200,000/total hours worked</small>	Rate	0.022	0.034	0.012
<b>Lost days due to work-related accidents**</b> <small>**Total number of lost time injury events / Total number of recordable incidents</small>	Rate	49.0	6.8	8.5

## improving comfort in the workplace

Due to the nature of our work, most of our people are office-based and spend hours in front of their computers. Providing our people with ergonomic equipment for their daily activities, as well as awareness and knowledge of ergonomic principles and how to adjust their workstation, are standard activities in terms of our global ergonomic support for employees. We strive to prevent repetitive strain injuries by constantly assessing how people work and providing training and individual consultations at all our sites, which shed light on common and self-correcting practices to improve workstation comfort. We also make this information available for our employees through our EHS portal and ergonomics e-learning.

## supporting safe work from home

Due to the COVID-19 pandemic, most Amdocs employees were working from home for much of 2020 and the first months of 2021. In order to ensure a safe workspace in employees' homes, Amdocs initiated several projects to support ergonomic needs, including a budget for equipment purchase, allowing employees to take equipment from the office to their homes, carrying out ergonomic online workshops and more. In addition, we provided our employees with "Safety at Home" awareness online sessions and tips through communications.

## supporting our people through **the pandemic**

Amdocs has been working to provide relief and support throughout the COVID-19 pandemic through a variety of initiatives. We offer various emotional assistance programs, such as the health and wellness resources available through our Virtually Together program, and 24/7 call centers where we provide confidential psychological and counseling support for affected employees and their families.

We also work to increase access to vaccinations for employees, spouses and parents, and provide leave support for employees who have exhausted their leave balances. In countries suffering from high infection and low vaccination rates, such as India, we are supporting our people by providing medical support, vaccinations for eligible employees and dependents, medical insurance for home treatment of COVID-19, counseling, oxygen concentrators and isolation beds.

## **road** safety

To help keep our employees safe on the road, we run a road safety project currently available in Israel and India. It involves practical driving instructions, road safety lectures, cautious driver contests and educational materials, among other activities. Since 2018, 100% of Amdocs Israel fleet has also been equipped with Mobileye vision technology system for advanced driver assistance and safety.

### Percentage of vehicle fleet that caused accidents with damage over \$350

Road safety	Unit	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020
% of vehicle fleet that caused accidents with damage over \$350	%	50.40%	40.90%	32.80%	28.90%	26.50%	26.40%	26.60%	26.80%

## emergency **preparedness**

We take our responsibility to keep our people safe at work seriously, which includes being prepared in the case of an emergency. We communicate instructions tailored to each site as to how to respond to earthquakes, fires and other possible emergency situations. In addition, all our sites have appointed leaders who are responsible for first aid and building evacuations. We also conduct emergency response drills each year at every site. Since 2015, we have provided our Israel-based employees and their spouses annual CPR training called "Safe Family."<sup>3</sup> In addition, our offices are equipped with automated external defibrillators and an accompanying training video.



<sup>3</sup>During 2020, due to COVID-19, the training had to be carried out in an online format.

# 5 . o p e r a t i o n a l e x c e l l e n c e a n d b u s i n e s s c o n t i n u i t y

Our strong corporate governance structure and ethical practices hold our company accountable to all stakeholders and ensure integrity at every step of our operations. We do not tolerate corruption, bribery or policy influence.

We integrate risk assessment and management into all of our processes, and at the start of the pandemic's outbreak, corporate governance teams were put in place to handle internal communications, employee-care, ongoing-operations, incident-response, risk/security management, compliance, customer-communications and business-continuity management activities on an ongoing daily and even hourly basis.

The scale and speed of Amdocs COVID-19 initiatives during a time of crisis was possible because of thorough advanced preparation, our strong organizational management and the overall excellence of Amdocs operations. Besides regular cybersecurity protocol and strict compliance with the European General Data Protection Regulations (GDPR), our easily scalable IT infrastructure was tested and strengthened in advance of the pandemic to enable all employees to work from home. We will continue to uphold these standards of operational excellence and work to promote the interests of our stakeholders and the public.

## 5 . 1 c o r p o r a t e g o v e r n a n c e

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

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

To maintain a nonpartisan business approach, no governmental institutions or controlling shareholders own more than 5% of total company voting, nor do founding family members own more than 5% of total company voting rights. The shareholder structure

consists of one class of ordinary shares, each with one vote. There are no preference shares outstanding or other vote restrictions on the company's shares.

We ensure that our Board of Directors is effective and aligned with the long-term interests of shareholders by maintaining a board meeting attendance rate of at least 75% in each fiscal year and holding board member elections on an annual basis.

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](#).





## Amdocs Limited (Nasdaq: DOX) – Board of Directors<sup>4</sup>

Name	Age	Position	Independence
<b>Robert A. Minicucci</b>	68	Chairman of the Board, Member of the Audit Committee, Management Resources and Compensation Committee, Nominating and Corporate Governance Committee	Independent Director
<b>Adrian Gardner</b>	58	Director, Chairman of the Audit Committee	Independent Director
<b>James S. Kahan</b>	73	Director, Chairman of the Nominating and Corporate Governance Committee	Independent Director
<b>Richard T.C. LeFave</b>	69	Director, Member of the Audit Committee, Management Resources and Compensation Committee, Nominating and Corporate Governance Committee	Independent Director
<b>Giora Yaron</b>	72	Director, Chairman of the Technology and Innovation Committee	Independent Director
<b>Rafael de la Vega</b>	69	Director, Chairman of the Management Resources and Compensation Committee	Independent Director
<b>Eli Gelman</b>	62	Director, Member of the Technology and Innovation Committee	
<b>John A. MacDonald</b>	67	Director, Member of the Management Resources and Compensation Committee; Technology and Innovation Committee	Independent Director
<b>Yvette Kanouff</b>	55	Director, Member of the Technology and Innovation Committee	Independent Director
<b>Shuky Sheffer</b>	60	Director, President and Chief Executive Officer	

<sup>4</sup><https://www.sec.gov/Archives/edgar/data/1062579/000119312520326030/d13418d6k.htm> See Amdocs Form 6-K filed with the SEC on December 23, 2021

## 5. Operational excellence and business continuity

Ten (10) individuals currently serve on Amdocs Board of Directors, all of whom were elected at our annual meeting of shareholders on January 29, 2021. All directors hold office until the next annual meeting of our shareholders, which generally takes place in January or February of each calendar year, or until their respective successors are duly elected and qualified or they vacate their positions by resignation or otherwise.

Our Board of Directors is a "one-tier" system comprised of 2 executive directors and 8 independent directors (as of January 2021). The chair of the Board of Directors is non-executive, and the Board of Directors independence statement is publicly available. The statement includes an explicit definition of board member independence, as per NASDAQ Independence Rules.

Our Board of Directors established a mandatory retirement age of 73 for directors, apart from exceptional cases where it is waived by the Chairman of the Board of Directors, who has a separate role from the CEO and President.

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. We also believe it is important to consider diversity of race, ethnicity, gender, age, education, cultural background and professional experience in evaluating board candidates, in order to provide practical insights and diverse perspectives.

### board committees

Our Board of Directors maintains four 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 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 the fiscal year 2020, the Board of Directors held eight meetings. In addition, the Audit Committee held eight meetings, and the Management Resources and Compensation Committee, the Nominating and Corporate Governance Committee and the Technology and Innovation Committee each held four meetings in the 2020 fiscal year.



# risk management

Risk assessment and management is integrated into all our business processes and operations, to ensure that we achieve our long-term goals in a sustainable way.

Our comprehensive risk assessment begins by identifying the risk and its place along the value chain. Risks are then described in full detail, including how they relate to the company. These steps enable us to assess the likelihood of the risk, the appropriate management approach, and the necessary cost to be designated to each risk. Mitigation plans are presented to the relevant management, who decide on an appropriate plan of action.

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, presented to the Board of Directors and to additional key stakeholders, and reported to main global reports, such as 20F. The ESG risks are an integral part of our general risk overview.

The process is led by the Finance Team, which consults with all business units and corporate general managers (GM) on key risks for the business, including operational, financial, compliance and strategic risks. One of the topics cover environmental risk for the business. Risks are ranked by every GM according to their impact and likelihood, with an overview of the following 3 years. After this process, main risks are analyzed, presented to the Board of Directors and additional key stakeholders, as well as reported on main global reports, such as 20F. The process of risks identification and management is conducted by the BCM team (Business Continuity Management) considering the following steps:

1. Threat assessments are conducted according to ISO 31000 guidelines and certified by ISO 22301 standard of business continuity management.
2. All sites are classified by their vulnerability and importance to Amdocs, number of employees, location, whether they have a data center (DC), services provided/customers attended, and related revenue.
3. The Business Continuity Plan Team lists 20 threats that could have direct impact to 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 the likelihood and potential business impact.
5. For every case, the impact on the site is defined, as well as the risk and control measures.

Amdocs promotes an effective risk culture by operating a hotline and information security unit where employees can proactively identify and report potential risks.





# 5.2 ethics

The COVID-19 outbreak proved that high professional and ethical standards of conduct not only comprise the moral fabric of our company, but also form the foundation of strong social capital, which is imperative in times of crisis. The trust and confidence of our employees, customers, shareholders and suppliers is one of our greatest assets, and our success depends on maintaining our culture and reputation for excellence and integrity in everything we do.

We go above and beyond legal requirements and implement our own initiatives to ensure ethical conduct in addition to meeting all of our ethics-related obligations as a NASDAQ-traded company. Indeed, we see ethical standards as strategic opportunities, crucial to creating a positive working environment that will not only help our employees thrive but will benefit all those impacted by our business.

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 to 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 available to all employees and contractors worldwide, which include:

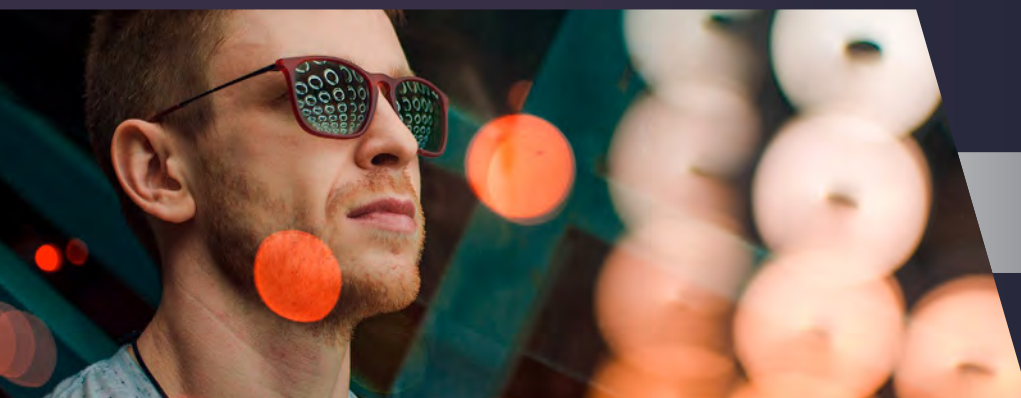
- [Corporate Governance Guidelines](#)
- [Code of Ethics and Business Conduct](#)
- [Amdocs Human Rights and Labor Practices Statement](#)
- [Global Anti-Bribery and Corruption Policy](#)
- Gifts and Hospitality Policy
- Information Security Policy and IP Protection Guidelines
- [Insider Trading Policy](#)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

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 in 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 interests
- 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 numerous hypothetical scenarios with practical questions and answers, which are accompanied by flow charts to assist with decision-making.

Amdocs builds a culture of ethical behavior by encouraging our people to refer to the Code when unsure of what to do and to always raise concerns without fear of reprisal. We constantly encourage our people to report all instances of potentially unethical behavior. For this purpose, we maintain an anonymous ethics hotline, available over the phone and online in local languages twenty-four hours a day, that is operated by an independent third-party provider. We guarantee that concerns that are raised will be treated with the greatest respect, seriousness and confidentiality. Every report submitted is screened by Amdocs Head of Internal Audit and examined accordingly. A summary of all misconduct cases, including reports from our ethics hotline and other sources (HR, Information Security, etc.), is presented to our CEO and Audit Committee on a quarterly basis, while the anonymity of the sources is always preserved.



## ethical training

All Amdocs employees undergo mandatory business conduct training once a year, an e-learning activity which teaches the principles of Amdocs Code of Conduct and tests the employees' knowledge of the Code. The training includes core modules of:

- Code of Conduct
- Cybersecurity and IP Protection
- Environment, Health and Safety
- Prevention of Sexual Harassment

Even in a very complex year like 2020, we achieved an employee completion rate of 100%.

Employees carrying out certain functions, including sales, pre-sales, procurement, legal and finance, are required to take additional courses focused on anti-corruption. To pass each course, employees must complete the full e-learning session and sign a declaration of compliance. In addition, all new employees are required to certify their acceptance of the Code of Conduct, as part of their onboarding.

## 5.3 our corporate policies

### Corruption and bribery

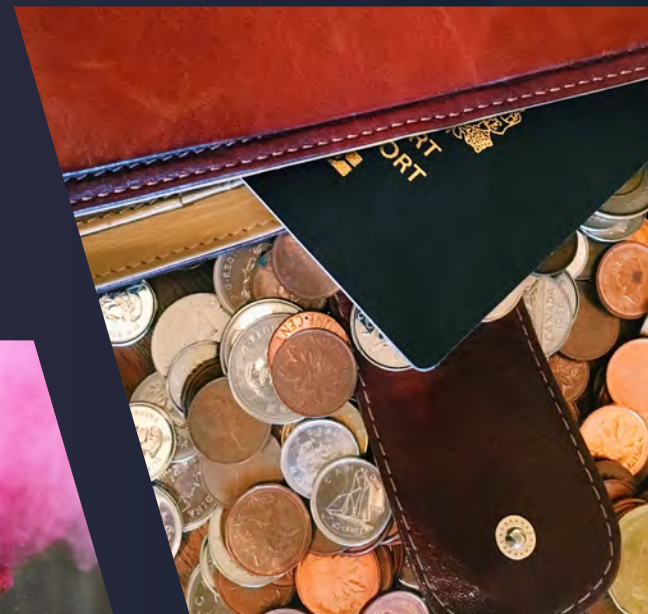
Our Global Anti-Bribery and Corruption Policy reflects our commitment to compliance with all applicable anti-corruption laws. This policy serves as our roadmap for such compliance and is implemented through a number of procedures and practices that ensure anti-corruption compliance in all aspects of our business.

The company has in place a comprehensive program for recording and monitoring all gifts and entertainment activities. In addition, Amdocs has implemented an end-to-end third-party risk management and due diligence program, which covers all of our third-party engagements globally.

In the context of our mergers and acquisitions activity, we continue to focus on pre-acquisition anti-corruption due diligence and the implementation of anti-corruption policies and procedures post-closing. Once acquisitions are complete, we integrate our compliance measures into the acquired company and conduct a range of anti-corruption and ethics-related training sessions for our new employees.

In 2020 we once again reported zero confirmed cases of corruption and bribery. In addition, Amdocs was not involved in any ongoing corruption and bribery cases.

	FY 2019	FY 2020
Total number of substantiated corruption and bribery cases	0	0



### commitment to diversity, inclusion and nondiscrimination

Amdocs is committed to creating and fostering a diverse and inclusive workforce.

We provide equal employment opportunities to all employees and applicants and prohibit discrimination and harassment of any type without regard to race, color, religion, sex, national origin, age, sexual orientation, gender identity, gender expression, marital status, disability, veteran status or other status that

is protected by law, or at all. 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 individual's competence, performance, experience, job suitability, and benchmark and in accordance with the company's business needs.

### human rights and labor practices statement

As a people-oriented organization, Amdocs stands for human rights. In our business we practice complete avoidance of child labor, freely chosen employment, non-discrimination, balanced working hours, proper wages and benefits, non-acceptance of any kind of harassment,

violence free workspace, protection of the environment, Health and Safety and Employee Privacy.

<https://www.amdocs.com/sites/default/files/Amdocs-Nondiscrimination-Statement.pdf>

## 5.4 collective bargaining agreements

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





## 5.5 policy influence

Amdocs prohibits any political contributions activity. In 2020, we did not contribute as an organization to political campaigns, political organizations, lobbyists or lobbying organizations, trade associations and other tax-exempt groups. We follow this policy in order to ensure that there is no potential for ranked contributions, expenditures, or favoritism from clients and political figures.

## 5.6 data protection and cyber security

We put in place a program that ensures and demonstrates our compliance with the European General Data Protection Regulations (GDPR). We also comply with international standards ISO 27001; ISO 27032 cyber readiness.

We took numerous corporate measures to enhance data protection, with specific policies that include appointing privacy trustees assigned to each unit, implementing information security measures, as well as training and awareness campaigns. We integrated a variety of communication support tools and mechanisms, like help desks, focal points, ombudsman and 24/7 hotlines to ensure effective implementation of company privacy policy. We also have in place a vendor management process that includes performing a due-diligence process to ensure suppliers' compliance with privacy laws and principles and information security appendixes in contracts.

The information security and cyber security policies and procedures are in place for all our employees and contractors, especially employees with access to critical information. The Board of Directors is fully engaged in the cyber security oversight and many of them have a technical and operational background in cyber security.

An information security and cyber security policy is internally available to all employees, vendors and customers. Information security and cybersecurity awareness training is provided and includes a mandatory annual Code of Conduct training, monthly newsletter, phishing and social engineering simulations, employee performance dashboard and cyber awareness week. In addition to the procedures mentioned above, a clear escalation process in the case of a potential security breach is provided to all employees. This includes multiple internal incident reporting channels such as by phone, the employee portal and email reporting. All reports are handled by our 24/7 global cyber security center.

Amdocs is committed to ensuring data protection and being fully transparent with our customers regarding information collection use and storing. Furthermore, Amdocs does not divulge a customer's personal data unless proper legal procedure has been carried out on the part of law enforcement or government agencies. We also inform 100% of our customers on the nature of information captured, use of collected information, how long the information is kept on corporate file, how the information is protected and of our third-party disclosure policy.

<b>Data Privacy, 2020</b>	Percentage of users whose customer information is collected for secondary purpose	0
	Amount of legal and regulatory fines and settlements associated with customer privacy (\$/ILS)	0
	Number of government or law enforcement requests for customer information	0
	Total number of substantiated complaints received concerning breaches of customer privacy	0
	Total number of identified leaks, thefts, or losses of customer data	0

# 5.7 tax compliance

Amdocs aspires to follow all applicable laws and regulations relating to its tax activities, as to maintain an open and transparent relationship with the tax authorities based on collaboration and integrity, monitor tax governance and manage tax risks.

Our Global Tax Strategy is a document that is publicly available, approved by the CFO and periodically reviewed. It sets out:

- Tax strategy statement
- Approach to governance, risk management and compliance
- Approach to tax planning
- Approach towards dealings with tax authorities
- The level of tax risk we are prepared to accept

Amdocs has established and maintains robust policies and compliance processes that are designed to ensure the integrity of our tax returns, and timely and accurate tax payments in all countries in which we operate.

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 two financial years.

<https://investors.amdocs.com/static-files/fa5c818a-b48a-4ec9-b25a-0a0fd899ffdf>

Financial Reporting	FY 2019	FY 2020
Earnings before tax (thousands of \$)	567,887	583,322
Reported taxes (thousands of \$)	88,441	85,482
Cash taxes paid (thousands of \$)	75,790	45,398



# 6. sustainable supply chain

The efforts we had invested in building long-term relationships with our suppliers, deepening our engagement with them and promoting greater transparency and traceability paid off during the pandemic. Our inclusive and diverse supply chain was united in facing the crisis. The previously established communication channels were used for extensive

dialogue with the suppliers to solve unprecedented situations.

Our efforts to build a sustainable supply chain have been recognized by the NGO CDP, who awarded us an A grade on their Supplier Engagement Rating Report of 2020.

## supporting small suppliers during COVID-19

During the COVID-19 pandemic, Amdocs began efforts to diversify our supply chain and support small businesses. On top of working with existing small vendors we launched a small business initiative with the aim of giving them a platform and a partner. We announced an open call for small businesses to showcase their service, simplified the buying procedure for them and purchased certain goods. The majority of the participating businesses offered welfare and hospitality services and gifts and graphic design. In addition, we shared information about these vendors with our employees and business units to promote advance purchasing.

### Testimonial from one of the small business vendors that participated in this project:

"I've been developing my own small business for the past 6 years, as a web content writer. I was badly affected by the COVID 19 pandemic crisis. Most of my clients are small and medium size businesses that are dependent on their clients' spending. Since the pandemic, my clients were losing profits and therefore immediately began reducing their media and marketing expenditures. Working with a large and stable company such as Amdocs at this difficult time was like an anchor in a storm. It was also a great lesson in how to respond differently and innovatively to clients with emerging needs. Beyond that, it was a fantastic opportunity to work with the Amdocs team who supported me throughout the process with professional advice and information. I am ever so grateful for the opportunity."





### suppliers' code of conduct

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

The Code applies to Amdocs suppliers and any of their employees, agents, officers, contractors, subcontractors, or other representatives of the companies or other entities that provide goods and services to Amdocs. Compliance with our Supplier Code of Conduct is subject to an audit at the discretion of Amdocs.

Our suppliers must comply with all applicable state, national, international laws, rules and regulations relating to ethical and responsible standards of behavior.

### managing the environmental and social impact of our supply chain

We enhanced our supplier screening process and evaluation tool prior to engaging with each new supplier, to assess corruption risks, labor claims and financial stability, and regularly assess our strategic vendors.

To further diversify our supply chain, we built a supplier database in the United States that allows the categorization by gender, Minority Business Enterprise (MBE) and Disabled Veteran Business Enterprises (DVBE). The vendors obtain certification as "diverse" suppliers from a third-party certifying organization.

**Amdocs received an "A" rating for its Climate Change 2020 Program. Our work with our suppliers to reduce carbon emissions is crucial for building a truly sustainable business model.**

In terms of environmentally responsible procurement, we have strict environmental requirements for hardware, catering, janitorial/cleaning, and waste vendor services. Energy efficiency of the hardware products is included in the KPIs of the management. In our medium and large sites (around 60 sites), we only purchase recycled paper.

### assessment and mitigation of the ESG risks in the supply chain

Amdocs concluded an analysis of the EHS risks in the supply chain. We mapped the supply chain with the relevant EHS risks and their severity for each category of suppliers. In order to integrate risk management into the procurement process, Amdocs developed clear guidelines and EHS requirements for all high-risk supplier categories. As a result, any procurement that falls under this category must adhere to these requirements.



# about this report

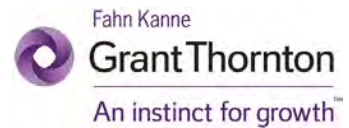
This report contains an overview of Amdocs environmental, social and governance (ESG) projects and activities until June 2021 and ESG performance in FY 2020, which runs from October 1st to September 30th. It's a global report detailing activities relating to our ESG material issues at all Amdocs sites.

This is our fifth ESG report that continually presents our annual performance, providing clear and easily comparable data. Since our last report, no restatements were made.

This report is written in accordance with the Global Reporting Initiative (GRI) Standards: Core option and the Sustainable Accounting Standards Board (SASB) Standards.

The calculation of GHG emissions was conducted according to the GHG Protocol. This methodology requires reporting on 3 scopes: Scope 1 – emissions that are the direct responsibility of the reporting company; Scope 2 – emissions for which the reporting company is indirectly responsible, such as the consumption of electricity; Scope 3 – additional indirect emissions in the supply chain).

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



We wish to thank all the people and entities involved in the collection of data, writing and production of this report. If you have any questions or comments about this report, please contact:

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# E – environment

	Indicator	Units	2018	2019	2020
Emissions	GHG Scope 1	Tons	1,087	1,929	2,026
	GHG Scope 2	Tons	58,270	54,996	46,821
	GHG Scope 3	Tons	119,339	100,004	50,613
	All scopes per employee	Tons/per employee	8.01	7.15	4.6
	% of relative emissions reduction (per employee)	%	3.6	10.7	35.6
	All scopes	Tons	178,696	156,929	99,461
	Offsets	tCO2e	3,000	1,819	3,337
Energy	Total electricity consumption	MWh	108,607.56	103,874.18	94,557.43
	Fuel consumption (gasoline for cars) Data only for Israel	Million liters	3.14	2.62	0.54
	Fuel consumption (diesel for cars) Data only for Israel	Million liters	1.37	1.18	0.29
	Data center energy usage	MWh	58,780.5	54,626.04	56,021.27
	Total renewable energy	MWh	3,848.51	10,477.81	9,597.13
	Percentage of Total renewable energy	%	3.5%	10.1%	10.1%
	Percentage of renewable energy on DCs	%	11%	12%	10%
	Average PUE	PUE	1.76	1.74	1.63
	% of absolute reduction in electricity consumption	%	6.30%	4.4%	9.0%
Water and Waste	Total water consumption	Million cubic meters	0.158	0.204	0.090
	Total waste generated (including organic materials and landfilled waste)	Metric tons	4414	4789	2,833.48
	Total waste recycled (solid waste only)	Metric tons	172	160	133.30
	Paper consumption in sites with more than 20 employees	Tons	38,562.73	29,742.5	18,852.5





	Indicator	Units	2018	2019	2020
Workforce	Total number of employees	People		24,516	25,875
	Senior Management*	People		208	209
	Managers	People		3,000	3,000
	Employees (permanent and temporary)	People		22,000	23,200
	Interns (*unpaid)	People			22
	Graduates	People			2,400
	Number of full-time employees	People		24,516	25,875
	Number of external employees absorbed as employees of the company	People		401	28
Employee Engagement and Development	% of employees working for at least 3 years	%		60.5	58
	Average tenure at Amdocs	Years		6.3	6.17
	Amount spent per full-time employee on training and development	Usd	443	457	388
	% of positions filled internally	%	25		39.4
	% of full-time employees received multi-source appraisals	%	95		97
Diversity	% of female share of total workforce	%	30.1	30.7	30.8
	Females in all management positions, including: junior, middle and senior management	% of total management workforce	24.2	24	23
	Females in junior management positions. i.e. first level of management	% of total top management positions	26.3	26.1	26.4
	Females in top management positions, i.e. maximum two levels away from the CEO or comparable positions	% of total top management positions	24.9	31.1	27
	% of women among the new hires in software engineering	%		29	25.8
	% of women in software engineering company-wide	%		26	26.2
	% of women among the new hires in software testing	%		42	41.7
	% of Arabs working at Amdocs Israel	% out of employees in israel		5	5
	% of Arabs among the new hires	% out of new hires in israel	Not available	Not available	11



	Indicator	Units	2018	2019	2020
Community	Total monetary value of our corporate citizenship and philanthropic contributions	USD	670,826	652,128	804,945
	Computers donated	Computers	1,350	Not available	2,000+
Customer Satisfaction	% of Truly Loyal Respondents in the reporting year	%	60	67	67
H&S	% of vehicle fleet that caused accidents with damage over \$350	%	26.4	26.6	26.8
	DART rate	Rate	0.022	0.034	0.012
	Lost days due to work-related accidents	Days	49	6.8	8.5

# G – governance

	Indicator	Units	2018	2019	2020
Corporate Governance	Number of executive directors	Directors		2	2
	Number of independent directors	Directors		9*	7
	Amdocs board meeting attendance per fiscal year	%	75% at least	75% at least	75% at least
Ethical Practices	% of employees that complete the ethical training	%	100	100	100
	Number of confirmed cases of corruption and bribery		0	0	0
	Number of cases of involvement in any ongoing corruption and bribery		0	0	0
Tax	Earnings before tax	(thousands of \$)	421,541	567,887	583,322
	Reported taxes	(thousands of \$)	67,145	88,441	85,482
	Cash taxes paid	(thousands of \$)	55,935	75,790	45,398
Data Privacy and Cyber Security	Total amount of fines/penalties paid in relation to information security breaches or other cybersecurity incident (\$/ILS)	\$			0
	Percentage of users whose customer information is collected for secondary purpose	%			0
	Amount of legal and regulatory fines and settlements associated with customer privacy (\$/ILS)	\$			0
	Number of government or law enforcement requests for customer information	Requests			0
	Total number of substantiated complaints received concerning breaches of customer privacy				0
	Total number of identified leaks, thefts, or losses of customer data	Total			0



Topic	Indicator	Status	CODE	Page
Environmental Footprint of Hardware Infrastructure	Total energy consumed, percentage grid electricity, percentage renewable energy	Disclosed	TC0102-01	Environment, health & safety: Environment
	Total water withdrawn, percentage recycled, percentage in regions with High or Extremely High Baseline Water Stress	Disclosed	TC0102-02	Environment, health & safety: Environment
	Description of the integration of environmental considerations to strategic planning for data center needs	Disclosed	TC0102-03	Environment, health & safety: Environment
Data Privacy & Freedom of Expression	Discussion of policies and practices relating to collection, usage, and retention of customers' information and personally identifiable information	Disclosed	TC0102-04	Operational excellence & business continuity: Data protection & cyber security
	Percentage of users whose customer information is collected for secondary purpose, percentage who have opted-in	Disclosed	TC0102-05	Operational excellence & business continuity: Data protection & cyber security
	Amount of legal and regulatory fines and settlements associated with customer privacy	Disclosed	TC0102-06	Operational excellence & business continuity: Data protection & cyber security
	Number of government or law enforcement requests for customer information, percentage resulting in disclosure	Disclosed	TC0102-07	Operational excellence & business continuity: Data protection & cyber security
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Not applicable to Amdocs products and services	TC0102-08	
Data Security	Number of data security breaches and percentage involving customers' personally identifiable information	Disclosed	TC0102-09	Operational excellence & business continuity: Data protection & cyber security
	Discussion of management approach to identifying and addressing data security risks	Disclosed	TC0102-10	Operational excellence & business continuity: Data protection & cyber security

Topic	Indicator	Status	CODE	Page
Recruiting & Managing a Global, Diverse Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	Amdocs does not track this information	TC0102-11	
	Employee engagement as a percentage	Disclosed	TC0102-12	Our people & communities: Cultivating a new kind of workplace
	Percentage of gender and racial/ethnic group representation for: (1) executives and (2) all others	Disclosed for Arab community in Israel	TC0102-13	Our people & communities: Diversity & inclusion
Managing Systemic Risks from Technology Disruptions	Number of (1) performance issues and (2) service disruptions; total customer downtime	This data is confidential	TC0102-14	
	Discussion of business continuity risks related to disruptions of operations	Disclosed	TC0102-15	Operational excellence & business continuity: Corporate governance
Intellectual Property Protection & Competitive Behavior	Number of patent litigation cases, number successful, and number as patent holder	Amdocs does not disclose this information	TC0102-16	
	Amount of legal and regulatory fines and settlements associated with anti-competitive practices	Amdocs does not disclose this information	TC0102-17	Operational excellence & business continuity: Data protection & cyber security

	Disclosure Number	Disclosure Title	Status	Page
Organization profile	102-1	Name of the organization	Disclosed	Amdocs at a glance
	102-2	Activities, brands, products, and services	Disclosed	Amdocs at a glance and Valuable Products & Services
	102-3	Location of headquarters	Disclosed	Israel
	102-4	Location of operations	Disclosed	Amdocs at a glance
	102-5	Ownership and legal form	Disclosed	Amdocs at a glance and Operational Excellence and Business Continuity: Corporate governance
	102-6	Markets served	Disclosed	Amdocs at a glance
	102-7	Scale of the organization	Disclosed	Amdocs at a glance
	102-8	Information on employees and other workers	Disclosed	Our People and Communities: Cultivating a new kind of workplace and ESG Annex
	102-9	Supply chain	Disclosed	Operational Excellence and Business Continuity: Sustainable Supply Chain
	102-10	Significant changes to the organization and its supply chain	Disclosed	Operational Excellence and Business Continuity: Sustainable Supply Chain
	102-11	Precautionary Principle or approach	Disclosed	Operational Excellence and Business Continuity: Corporate governance
102-12	External initiatives	Disclosed	Our People and Communities: Cultivating a new kind of workplace; Corporate citizenship and community projects Valuable Products & Services: Making a positive impact through our solutions; Our technological solutions for community causes	
102-13	Membership of associations	Disclosed	Amdocs at a glance Our People and Communities: Diversity and inclusion Environment, Health and Safety: Environment	



	Disclosure Number	Disclosure Title	Status	Page
<b>Strategy</b>	102-14	Statement from senior decision-maker	Disclosed	A Message from our CEO
<b>Ethics and integrity</b>	102-16	Values, principles, standards, and norms of behavior	Disclosed	Amdocs at a glance Our People and Communities: Intro; Cultivating a new kind of workplace; Diversity and inclusion; Corporate citizenship and community projects Operational Excellence and Business Continuity: Ethics; Commitment to diversity, inclusion and nondiscrimination; Sustainable supply chain
<b>Governance</b>	102-18	Governance structure	Disclosed	Amdocs at a glance
<b>Stakeholder engagement</b>	102-40	List of stakeholder groups	Disclosed	Amdocs at a glance
	102-41	Collective bargaining agreements	Partially Disclosed	Operational Excellence and Business Continuity: Collective bargaining agreements
	102-42	Identifying and selecting stakeholders	Disclosed	Amdocs at a glance
	102-43	Approach to stakeholder engagement	Disclosed	Amdocs at a glance
<b>Reporting practice</b>	102-45	Entities included in the consolidated financial statements	Disclosed	20-F
	102-46	Defining report content and topic Boundaries	Disclosed	About this report
	102-47	List of material topics	Disclosed	Amdocs at a glance
	102-48	Restatements of information	Disclosed	No restatement of information
	102-49	Changes in reporting	Disclosed	About this report
	102-50	Reporting period	Disclosed	About this Report
	102-51	Date of most recent report	Disclosed	About this Report
	102-52	Reporting cycle	Disclosed	About this Report
	102-53	Contact point for questions regarding the report	Disclosed	About this Report
	102-54	Claims of reporting in accordance with the GRI Standards	Disclosed	About this Report
	102-55	GRI content index	Disclosed	GRI Annex
102-56	External assurance	Disclosed	Assurance was not performed	

	Disclosure Number	Disclosure Title	Status	Page
Management Approach (required for each material aspect)	103-1	Explanation of the material topic and its Boundary	Disclosed	Amdocs at a glance Our People and Communities: Cultivating a new kind of workplace; Diversity and inclusion; Corporate citizenship and community projects Valuable Products & Services: Making a positive impact through our solutions; Our technological solutions for community causes; Customer satisfaction; Accelerating innovations Environment, Health and Safety: EHS management; Environment; Health and safety; Operational Excellence and Business Continuity: Corporate governance; Ethics; Corruption and bribery; Commitment to diversity, inclusion and nondiscrimination; Amdocs Human Rights and Labor Practices Statement; Collective bargaining agreements; Policy Influence; Data protection and cyber security; Tax compliance; Sustainable supply chain
	103-2	The management approach and its components	Disclosed	
	103-3	Evaluation of the management approach	Disclosed	
Indirect Economic Impacts	203-1	Infrastructure investments and services supported	Disclosed	Our People and Communities: Corporate citizenship and community projects Valuable Products & Services: Making a positive impact through our solutions; Our technological solutions for community causes, Accelerating innovations Environment, Health and Safety: Environment; Health and Safety
	203-2	Significant indirect economic impacts	Disclosed	Our People and Communities: Corporate citizenship and community projects Valuable Products & Services: Making a positive impact through our solutions; Our technological solutions for community causes; Accelerating innovations

	Disclosure Number	Disclosure Title	Status	Page
Anti-Corruption	205-2	Communication and training about anti-corruption policies and procedures	Disclosed	Operational Excellence and Business Continuity: Corruption and Bribery
	205-3	Confirmed incidents of corruption and actions taken	Disclosed	Operational Excellence and Business Continuity: Corruption and bribery
Energy	302-1	Energy consumption within the organization	Disclosed	Environment, Health and Safety: Environment
	302-4	Reduction of energy consumption	Disclosed	Environment, Health and Safety: Environment
Water	303-1	Water withdrawal by source	Disclosed	Environment, Health and Safety: Environment
Emissions	305-1	Direct (Scope 1) GHG emissions	Disclosed	Environment, Health and Safety: Environment
	305-2	Energy indirect (Scope 2) GHG emissions	Disclosed	Environment, Health and Safety: Environment
	305-3	Other indirect (Scope 3) GHG emissions	Disclosed	Environment, Health and Safety: Environment
	305-4	GHG emissions intensity	Disclosed	Environment, Health and Safety: Environment
	305-5	Reduction of GHG emissions	Disclosed	Environment, Health and Safety: Environment
Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	Disclosed	Operational Excellence and Business Continuity: Sustainable Supply Chain
	401-3	Parental leave	Partially Disclosed	Our People and Communities: Cultivating a new kind of workplace
Occupational Health and Safety	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Disclosed	Environment, Health and Safety: Health and safety
Training and Education	404-1	Average hours of training per year per employee	Disclosed	Our People and Communities: Cultivating a new kind of workplace
	404-2	Programs for upgrading employee skills and transition assistance programs	Disclosed	Our People and Communities: Cultivating a new kind of workplace
	404-3	Percentage of employees receiving regular performance and career development reviews	Disclosed	Our People and Communities: Cultivating a new kind of workplace
Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Disclosed	Our People and Communities: Diversity and inclusion
	405-2	Ratio of basic salary and remuneration of women to men	Disclosed	Our People and Communities: Diversity and inclusion



	Disclosure Number	Disclosure Title	Status	Page
Diversity and Equal Opportunity	412-2	Employee training on human rights policies or procedures	Disclosed	Our People and Communities: Diversity and inclusion and Operational Excellence and Business Continuity: Ethics
Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	Disclosed	Our People and Communities: Diversity and inclusion; Corporate citizenship and community projects Valuable Products & Services: Making a positive impact through our solutions; Our technological solutions for community causes; Accelerating innovations Environment, Health and Safety: Environment
Public Policy	415-1	Political contributions	Disclosed	Operational Excellence and Business Continuity: Policy influence
Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Disclosed	Operational Excellence and Business Continuity: Data protection and cyber security



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