

Corporate Social Responsibility & ESG Report

2021 - June 2022



Gabriel Israel (Amdocs Canada), using his 'vacation with no limits' to climb to Everest base camp, fundraising for our digital inclusion campaign.

Table of contents

A message from our CEO	3	2. Enriching the lives of our employees by providing the best people-centric work environment	21	3. We progress society through our creativity and technology, creating amazing experiences	55
Voices of Amdocs	6	2.1. Opportunities to learn and develop	22	3.1. Product sustainability	56
1. Amdocs at a glance	7	2.2. Employee engagement and development	32	3.2. Accelerating innovations	58
1.1. Our offerings	11	2.3. Diversity and inclusion	34	3.3. Corporate citizenship and community projects	60
1.2. Recognized ESG industry leader	12	2.4. Employee networking groups	44	3.4. Customer satisfaction	66
1.3. Our Corporate Responsibility principles	14	2.5. Employee wellbeing	46	4. Amdocs operations are built on a sustainable, responsible and ethical foundation	67
1.4. Our contribution to the UN's Sustainable Development Goals	15	2.6. Health and safety	51	4.1. Environment	68
1.5. Amdocs ESG/CSR's global governance structure	18			4.2. Sustainable supply chain	74
1.6. Stakeholder engagement	19			4.3. Corporate governance	76
1.7. Materiality assessment	20			4.4. Ethics	80
				About this report	86

Disclaimer

This report contains information about Amdocs and certain of its operating subsidiaries and business units around the world. Statements regarding our future direction and intent represent goals and objectives only and are subject to change or withdrawal without notice. We disclaim any duty or obligation to update the statements or information contained in this report.

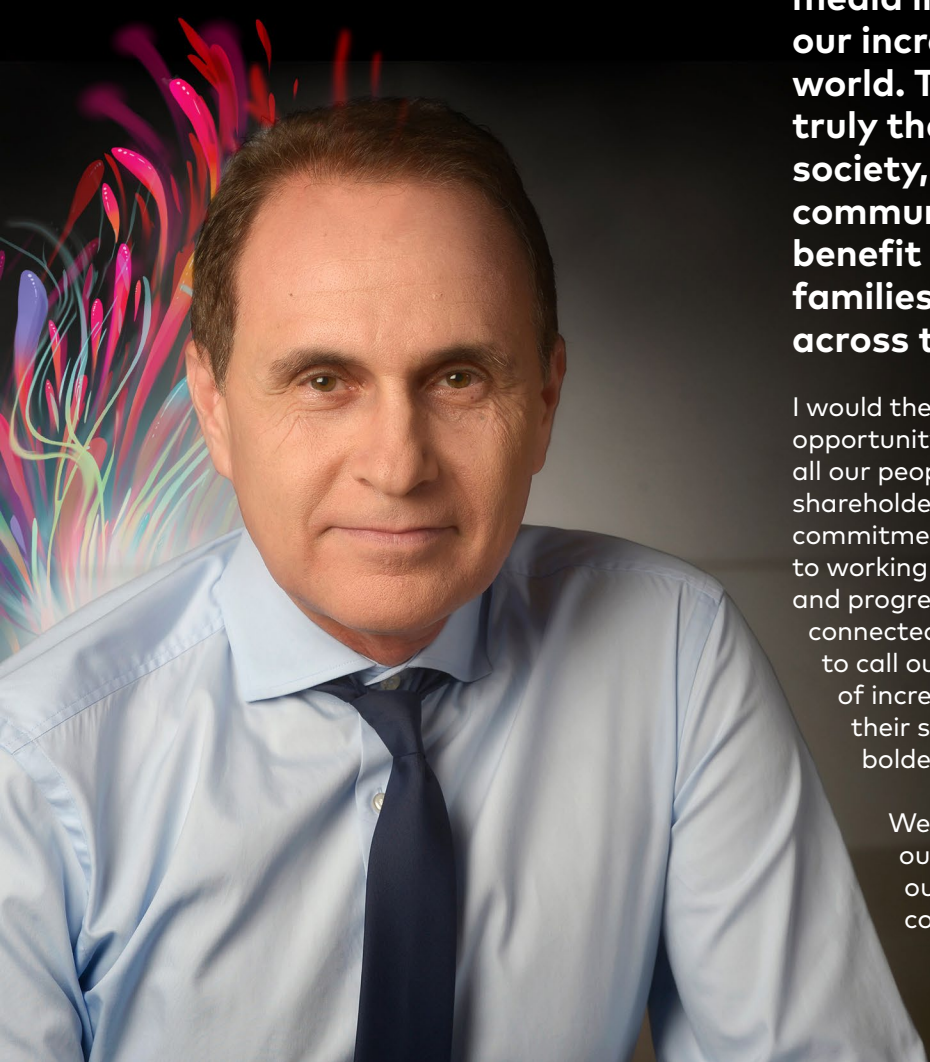
This report contains forward-looking statements (within the meaning of the U.S. federal securities laws) that involve substantial risks and uncertainties. You can identify these forward-looking statements by words such as "expect," "anticipate," "believe," "seek," "estimate," "project," "forecast," "continue," "designed," "potential," "should," "would," "could," "intend," "strive" and "may," and other words that convey uncertainty of future events or outcome. Statements that we make in this report that are not statements of historical fact also may be forward-looking statements. Forward-looking statements are not guarantees of future performance, and involve risks, uncertainties and assumptions that may cause our actual results to differ materially from the expectations that we describe in our

forward-looking statements. These risks include, but are not limited to, the effects of general economic conditions, the duration and severity of the COVID-19 pandemic, and its impact on the global economy, Amdocs' ability to grow in the business markets that it serves, Amdocs' ability to successfully integrate acquired businesses, adverse effects of market competition, rapid technological shifts that may render the Amdocs's products and services obsolete, potential loss of a major customer, our ability to develop long-term relationships with our customers, and risks associated with operating businesses in the international market.

There may be events in the future that we are not accurately able to predict, or over which we have no control. You should not place undue reliance on forward-looking statements. Although we may elect to update forward-looking statements in the future, we disclaim any obligation to do so, even if our assumptions and projections change, except where applicable law may otherwise require us to do so. Readers should not rely on those forward-looking statements as representing our views as of any date subsequent to the date of the filing of this report.

Except where noted, the information covered in this report highlights the company's performance and initiatives in fiscal year 2021. All calculations and statistics are in part dependent on the use of estimates and assumptions based on historical levels and projections and are therefore subject to change. This report has not been externally assured or verified by an independent third party. The inclusion of information or the absence of information in this report should not be construed to represent the Company's belief regarding the materiality or financial impact of that information. For a discussion of information that is material to the company, please see the company's filings with the SEC, including its Annual Reports on Form 20-F and Quarterly Reports on Form 6-K. This report may contain links to other internet sites or references to third parties. Such links or references are not incorporated by reference to this report and we can provide no assurance as to their accuracy. The use or inclusion of the information is also not intended to represent endorsements of any products or services.

A message from our CEO



With our global reach and industry-leading portfolio of technology and services, at Amdocs we are proud to play a major role in serving the communications and media industry, empowering our increasingly connected world. This industry is truly the backbone of society, ensuring seamless communication for the benefit of all: individuals, families and businesses across the globe.

I would therefore like to take this opportunity to acknowledge and thank all our people, customers, partners, shareholders and communities for their commitment, creativity, and dedication to working together to enrich lives and progress society for this better-connected world. In particular I want to call out our global and diverse base of incredibly talented employees for their stellar devotion to turning the boldest ideas into reality.

We take our responsibility to our customers, their end users, our employees and the wider community very seriously.

We focus on enabling digital inclusion not just across our offerings, but also in the communities in which we work – from providing digital working stations to homeless people in the U.S., to providing digital access to over 12,000 school students in Philippines, through multiple STEM encouragement programs for girls in Israel, India and Mexico; and advanced skills training for women in Brazil. This adds up to thousands of computers we donated, and internet connectivity we enabled worldwide. We use our advantage as a tech company to create impact through applications, while at the same time creating opportunities for skill-based volunteering for our employees: from “Jalisco sin Hambre” food distribution app in Mexico; through “digital friends” that supported isolated elderlies during COVID-19 quarantines, and our upcoming app for people with disabilities in Peru.

Both internally at our company and externally, we progress society through our creativity and technology, by creating amazing experiences. By offering valuable, reliable, and sustainable products, we provide a solid foundation for our customers to be able to better serve their own. We strive to use our resources to provide sustainable product offerings that enable our customers to advance the interests of the environment and of people all around the world, and do our part to contribute to community causes as responsible citizens ourselves.

Key to our success is our commitment to enriching the lives of our employees, by providing what we believe to be the best people-centric work environment, understanding that flexibility is key, from unlimited vacation to flexibility around how, when and where a person works. We provide opportunities for growth and professional development, embracing a culture of continuous learning and upskilling, and have significantly expanded our employee wellbeing programs.

We are also deeply committed to our diverse workforce, passionate about levelling the playing field and hiring talented people representing a rich universe of gender, sexual orientation, ethnic and generational identities. We aim to prioritize innovative company-wide internal programs designed to increase women's representation and recruit more women for technology and managerial roles, and we also promote initiatives designed to increase the representation of persons with disabilities and from different ethnicities.

All of these efforts are possible because of Amdocs' strong, ethical foundation. We hold ourselves to the highest ethical standards throughout our entire value chain, maintaining accountability to our stakeholders at every level of our operation.

Finally, we are proud of the historic success of our sustainability, environmental, social and ethical performance achievements. For the third consecutive year, Amdocs was included among the leaders in the prestigious S&P Dow Jones Sustainability Index (DJSI) for North America; we received a gold rating standard from EcoVadis, a leading provider of business sustainability ratings; and we have been consistently reporting and improving our disclosure at the by the Carbon Disclosure Project for both GHG emissions management and supply-chain engagement for sustainability.

As we look ahead, I truly believe we are fulfilling our mission to help shape the future, empowering our customers' digital transformation to make it amazing for their end users. I am determined that Amdocs will continue to strive to be market and sustainability leader, as we seek to make further significant positive impacts in the coming year. I'm excited to share more about our impact journey in this report.

Shuky Sheffer



Voices of Amdocs

"In a very short time the disability became invisible to us and the team member became one of the best developers on my team. This hiring created a positive effect on the entire team."

Meir Ivgi
Hiring Manager,
Amdocs Technology



"The Amdocs [Dox i Corner] program has vital to the environment that we're currently in, where we're dealing with lack of access [to technology] that's been shown to disproportionately impact communities of color and residents throughout America. So to be able to be in partnership with Amdocs, bringing devices, services, docking stations, furniture and more to individuals who are now living through this pandemic and being almost forced to educate their children at home, work from home, have healthcare at home – this has made it possible for individuals who wouldn't have been able to afford the devices and connectivity. The Amdocs program became a pillar for those participants."

Leonard Adams
President and CEO
Quest Communities



"I will describe the Jump program as a door to a new and different world for the children: the high-tech world. In the eyes of the children, we have tried to create a modern world in which they will want to integrate in the future. A world that most likely because of our geographical (periphery) inventions is unfamiliar. A world with lots of computers, new friends and "adults," sometimes funny, who know things that are not taught in school. The children bring to their life an experience that combines knowledge and fun."

Yan Davidovsky
Claro PR Delivery Lead,
Digital Delivery



"We are excited that Amdocs shares our mission to increase the number of women who have skills and passion to participate in IT jobs by working with girls. Amdocs definitely merits recognition for their efforts."

Maria Makarova
CEO
Metotalia A.C.



"Amdocs has been a full supporter of weloveIT, a non-profit organization that empowers girls with innovation and technology. Through science and innovation fairs, master classes, workshops and mentoring, weloveIT has worked with 300+ girls since January 2019 and Amdocs from the very beginning has been fully involved and a great facilitator."

Anahi Felix
Co-Founder
weloveIT. Mexico



1. Amdocs at a glance



30,000

Employees



\$4.3 billion

FY21 Revenues
7% YoY¹



~75%

Recurring revenues



90

Countries



350+

Industry in society's
backbone



\$1B+

Investment in our
next-gen cloud platform

1. On a proforma & constant currency basis. Excludes the financial impact of Open Market (which was divested on December 31, 2020) from the current fiscal year and comparable fiscal year and assumes exchange rates in the current period were unchanged from the prior period.



Unique business model

Unparalleled accountability



Industry's best technologies

Driving a leadership position



Committed to sustainability

Dow Jones Sustainability position

Top workplace for women in India for 2021²

Who are we?

With 40 years of unparalleled industry expertise, Amdocs is a leading provider of **software and services** to more than 350 customers in both developing and emerging markets. They include most of the world's largest telecommunications companies, as well as cable and satellite service 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.

In short, our 30,000 employees around the globe help those who build the future to make it amazing and provide exciting next-generation communication and media experiences for both individual end-users and enterprise customers.

2. India Economic Times

The world's leading service providers rely on Amdocs

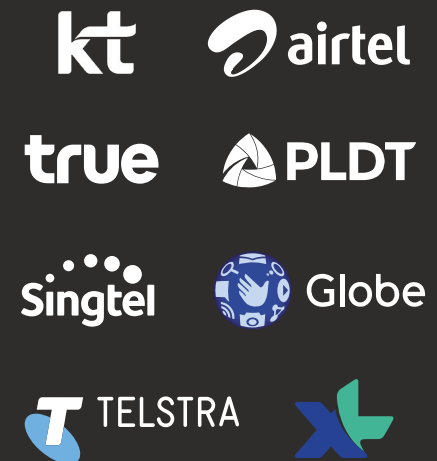
Americas



EMEA



APAC



Select customers



Global delivery, development and support centers

Dozens of customer-facing sites and key competency centers

- UK
- Canada
- USA Champaign
- USA Seattle
- USA Dallas

Regional hubs

- Mexico
- Cyprus
- Philippines

Global delivery centers

- Israel
- India

- Netherlands
- Russia
- Singapore
- Malaysia
- Indonesia
- Australia
- Chile
- Brazil

1.1. Our offerings

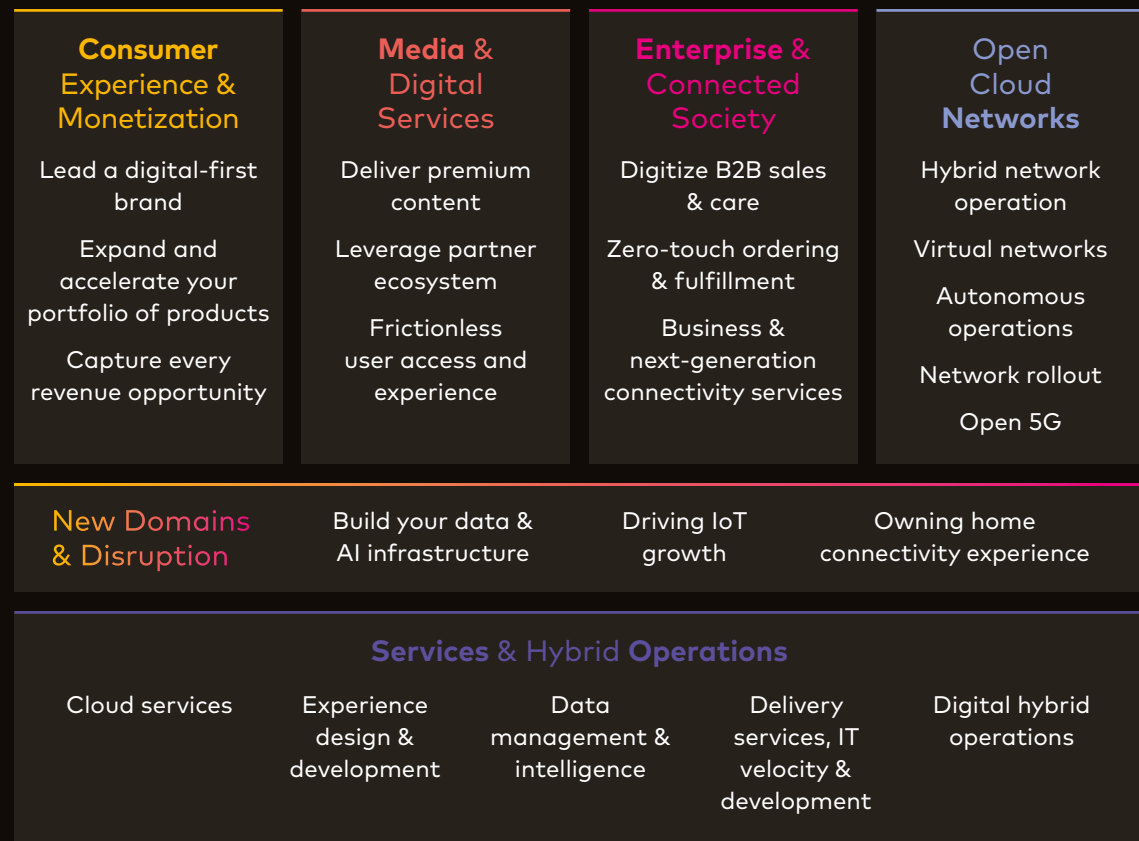
Our offerings are based on a mix of product and services that uses technologies and methodologies such as cloud, microservices, DevOps, open-source, bimodal operations, Site Reliability Engineering (SRE), and increasing amounts of automation through standard information technology (IT) tools, open APIs,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

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

- 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



1.2. Recognized ESG industry leader

Amdocs was named by Dow Jones Sustainability Index (N.America) for the third year running as a sustainability & ESG leader.

We also received a GOLD Rating standard from EcoVadis for environmental, social, and ethical performance, and we have been consistently reporting and improving our disclosure at the Carbon Disclosure Project for both GHG emissions management and supply-chain engagement for sustainability.

Amdocs continues to fulfill 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 1.5°C, as defined by the Paris Agreement.

Amdocs has won multiple diversity-related awards and accolades including:

- **Great Place to Work® awards in both Mexico, Brazil, Greece and Cyprus – Great Place to Work® is the global authority on building, sustaining and recognizing high-trust, high-performing workplace cultures**
- **Human Rights Campaign Equidad MX: Programa Global de Equidad Laboral, a survey evaluating LGBTQ+ workplace inclusion within major Mexican businesses and multinationals, recognized Amdocs as a top employer for our inclusive policies and practices**
- **The Dov Lautman Business Diversity Award, granted for the eighth year by Maala, the non-profit CSR standards-setting organization in Israel, and the Israeli Forum for Employment Diversity. We were recognized for our achievements in increasing representation of employees from the Arab society and for promoting a multicultural work environment**
- **Best Workplace for Women 2021 as recognized by The Economic Times, the most widely read English-language business newspaper in India, for our consistent efforts towards building a diverse and inclusive workplace for women in India**

Amdocs was named by Dow Jones Sustainability Index (N.America) the for third year running as a sustainability & ESG leader.



- TM Forum Excellence Award: Customer Experience & Trust category (won together with Airtel)



- Outstanding Digital Enablement Vendor
- Innovative Hybrid Networking Strategy



- Best Telco Solution



- #1 Global Service Design and Orchestration Product Market Share
- #1 Global Monetisation Platforms Product Market Share
- #1 Global Monetisation Platforms Professional Services Market Share



- #1 Telecom IT Applications Services 2020 Market Share
- #1 Telco IT Software & Services 2020 Market Share



- #1 Quality Engineering Services for Telecom 2020 Market Share



- Monetize category (Amdocs MarketONE)



- A leader in Digital Transformation Platforms
 - A leader in Revenue Management
 - A leader for Product Configuration & Capacity in Policy Control
- A leader for Standards & Interface Support in Policy Control
 - A leader for Portfolio Scope in Network Service Orchestration
- A leader for Standards & Interface Support in Network Service Orchestration



- Payment/Crypto/Commerce category (Amdocs MarketONE)



- 5G Technology Initiative (Amdocs Monetization Suite)
- Cloud Technology Initiative (Amdocs Microservices Platform)

1.3. Our Corporate Responsibility principles

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

- We develop and support digital-inclusion initiatives that strive to give communities the opportunities, skills and knowledge to actively join today's connected world
- We champion diversity & inclusion, and are committed to leveling the playing field inside and outside Amdocs
- We are a leader in sustainability, working through reducing our industry's environmental footprint through our advanced operations & technologies
- We look after our employees' wellbeing, dedicated to providing a nurturing environment that encourages them to thrive



1.4. 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 promote 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.

We believe that the globality and scope of these challenges can be effectively addressed using digital solutions and as a technological leader, Amdocs strives to develop innovative approaches to serve the needs of our communities. This includes a technical solution that within one year, connected 400,000 people in need of food with places and people with food surpluses, and our key role in a groundbreaking agri-tech collaboration between 5G Open Innovation Lab partners which enable growers to increase productivity and adopt sustainable agricultural practices using drone-to-cloud data-gathering and analysis.



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.

Amdocs prepares youth for the future by teaching students about the digital world and through participation in financial, digital, and English literacy courses (see Chapter 3.4 for details). We share our knowledge through mentoring and providing necessary equipment to schools to help improve the quality of education.



SDG 5: Gender Equality

Aiming to close the gender gap is a key focus area at Amdocs, and we continue to run and launch an extensive range of successful programs and activities, both internal and external. A few examples include using real-time gender data in all our people-related processes as part of our strategic effort to grow women representation by 20% and reach 37% women representation in 2023; a unique "Beyond Boundaries" joint women-executives leadership program; our Executive-sponsored groundbreaking Inspire program based on the UN's "He for She" movement; unconscious-bias training for managers and many more.

External initiatives for promoting gender equality in our community including leading and partnering dozens of programs for encouraging girls' STEM education designed to overcome gender barriers as early as junior high; mentoring and training hundreds of female tech students each year; our unique "Start Early" online educational toolkit to attract girls to careers in tech, our Corporate-readiness program for underprivileged women-engineering students in India, our Finance-professionals bootcamp (Israeli Arab community), and many other projects (see Chapter 3.4 for details).

Amdocs is also a founding member of industry association TM Forum's Diversity & Inclusion Council – this is a global collaboration project focused on making the telecommunications industry the most diverse and inclusive industry in the world. Council members are working collaboratively toward delivering tools, frameworks, knowledge and research aimed at improving awareness of the business value of diversity and inclusion. (See chapter 3.4 for details).



SDG 8: Decent Work and Economic Growth

Amdocs is not only an employer who provides our people with good working conditions and opportunities for growth and development, but it is important to us to also expand our efforts to the communities in which we work and live. We are supported by our thorough [Human Rights and Labor Practices Statement](#), which outlines our policy with respect to child labor avoidance, freely chosen employment, non-discrimination, employee privacy, a violence and harassment free workplace with healthy working hours, decent wages and benefits, and more.

Amdocs strives to develop the skills and knowledge of all women and men, especially from underprivileged groups, and offer them the possibility of full and productive employment and decent work. Our future employability projects include mentorship programs that cover topics such as math and science, life skills, digital literacy, technology programs for girls, scholarships for underprivileged students, and many more.



**SDG 10:
Reduced Inequalities**

Around the world, 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 technological resources and skills to help reduce inequality and use digital innovation to transform economies and lives across the world. Amdocs' solutions for financial services allow our customers to help unbanked and underbanked people manage their finances, transfer money, shop, buy and pay bills using just their phones. This solution has opened extensive opportunities for previously unbanked or underbanked people who did not have access to financial service.

Amdocs also fights inequality through our extensive number of digital-inclusion projects, where we work to make technology relevant and accessible to everyone. We aim to contribute to building an inclusive digital society where no one is left behind, across all ages and socio-economic groups, from those in rural settings to our growing cities. One example of many are the 25,000 students impacted by our digital-inclusion project in The Philippines, with hundreds of students benefiting from 1,000 hours of learning, developed and delivered by Amdocs volunteers.



**SDG 11:
Sustainable Cities**

We are committed to helping to create a more interconnected,

sustainable world, and work towards digital solutions to help tackle urban management of cars' emissions, a well-known contributor to the GHG emissions that destroy our atmosphere and prevent people from breathing clean air. Amdocs software solutions and products support the provision of key digital business systems and automation technology to enable London's municipality to monitor highly polluting vehicles and prevent them from entering the new Ultra-Low Emission Zone in the city (see Chapter 3.2 for details).



**SDG 13:
Climate Action**

2021 was one of the planet's seven hottest years since records

began, 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 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.



1.5. Amdocs ESG/CSR's global governance structure



1.6. Stakeholder engagement

Our company is a people-centric organization and subsequently, our stakeholders' interests are at the center of everything that we do. Our main stakeholders include employees and members of our communities, customers and business partners, suppliers, shareholders, NGOs and community partners, public-sector organizations, and universities. Stakeholder engagement is a core element of our ESG and CSR strategy, and as such, we ensure that it is an important component of our work processes.

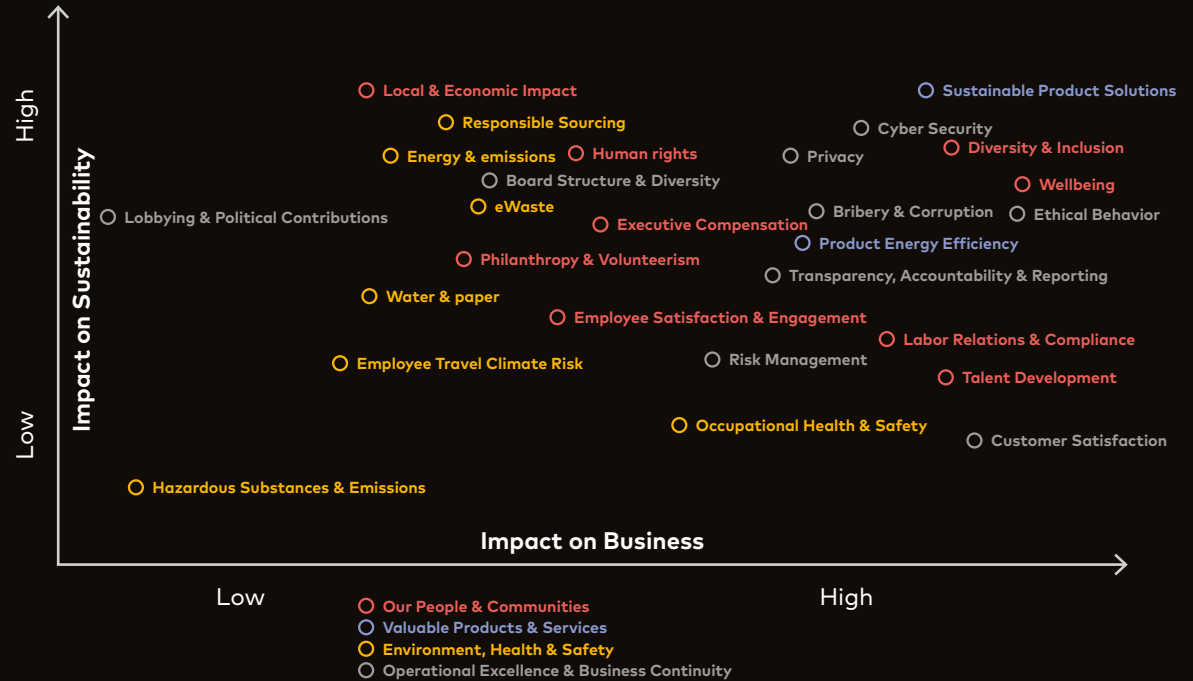
Amdocs sees stakeholder engagement as a mutually beneficial process: we understand the needs of our stakeholders, and in turn, they are privy to our focal points and priorities. The understanding and trust developed during this process strengthens our company and expected to help us to deal more efficiently with non-financial risks.

Amdocs embraces the challenges and requirements of a "new normal" era and fully recognizes the need to renew its social contract with stakeholders. Subsequently, we conducted a thorough materiality assessment using a variety of unique communication channels and forms for all our stakeholders designed to ensure that everyone could be reached and heard.

1.7. Materiality assessment

We use materiality-assessments results in order to identify the material topics around which, we believe, we should focus our strategy – 27 key ESG topics were assessed and then grouped into four pillars:

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



We regularly evaluate the list of these topics 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
- The UN's Sustainable Development Goals (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
- Client engagement surveys and clients' ESG requests

Note: We are planning to carry out a new 2022 materiality assessment in the next few months.

2. Enriching the lives of our employees by providing the best people-centric work environment

Our people are very important to us. Amdocs consistently makes an effort to become a more employee centric organization, with 30,000 employees who are at the core of everything we do and achieve. We believe our greatest asset is our employees and their wellbeing and diversity are significant parameters and priorities in our strategic decisions. We want our employees to grow and succeed, and by that enable the whole of our company to do the same alongside them, and we subsequently strive to provide a nurturing and inclusive environment that encourages our employees to thrive.

2.1. Opportunities to learn and develop

We believe in challenging our people so they can grow professionally and backing them up with an extensive range of high quality learning programs and diverse professional experience. In FY 2021, we spent in total **approximately 360 USD per full-time employee on training and development**, and invested over 4 million USD in learning and development.

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 on developing a continuous learning culture, which includes developing future skills.

In 2021, and despite the constraints of the pandemic:

- 88% of employees participated in learning and development programs
- 3,513 employees participated in courses advancing their business skills, and 1,205 learned more than one skill
- 13% of employees participated in upskilling programs

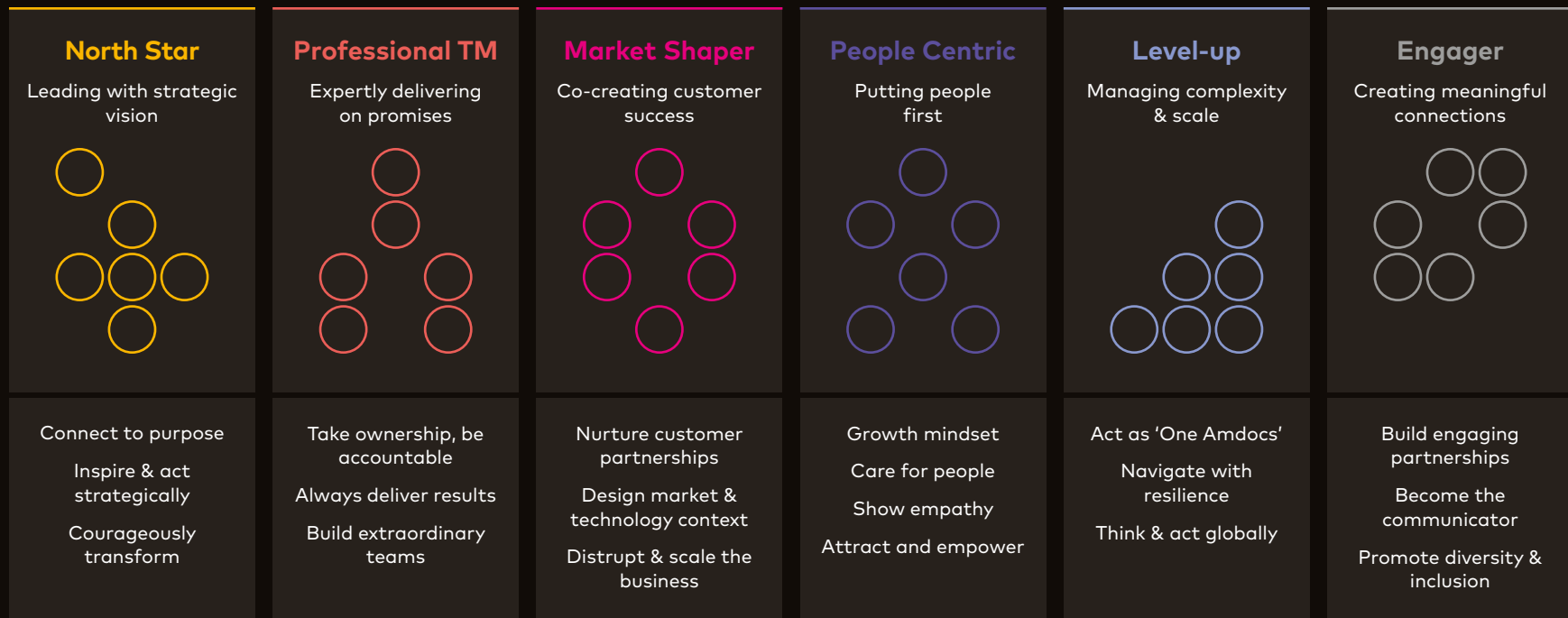
We also implemented DEAL, short for "drop everything and learn." This initiative sets aside dedicated time for our employees to invest in their learning, providing 6 hours a month, and also offers content for units who choose to participate as a group.

2.1.1. Leadership development

In 2021, we placed special emphasis on the development and excellence of our leadership, armed with the knowledge that great leaders have the ability to shape the entire organization for the better. We focused on creating stronger leaders who are more attuned to today's unique challenges so that our business could move forward together with our people.

2.1.2. Leadership capabilities framework

In 2021, we developed our leadership framework, which provides a standardized approach to developing optimal leadership capabilities across Amdocs. Based on all the factors we identified and believe contribute to successful leadership, this framework is used to focus our efforts on programs that would develop our people into better leaders.



2.1.3. 360-degree review

This year, we implemented a 360-degree in-depth program to provide a personalized approach to executive development. The program focuses on assessing, evaluating and developing senior leaders, and is divided into three main parts:

1. Providing individuals an opportunity to analyze their skills and capabilities through an internal platform that collects feedback from select raters for each manager. The feedback is analyzed and consolidated into a personalized leadership report for each individual based on the Amdocs Leadership Capabilities Framework.
2. A leadership-development discussion with the direct managers of each participant, following their review of the leadership report. These discussions focus on identifying the strengths, opportunities for development, and future aspirations of each professional, (rather than only discussing performance) in order to effectively determine future developmental efforts. This process enables leaders to choose programs focused on their specific needs.
3. Creating networks for each development program, composed of a maximum of 10-20 people. The programs – each sponsored by a senior executive and led by external thought leaders – are designed to ensure that participants get the opportunity to be exposed to the best minds the external world has to offer as well as an authentic safe environment to share dilemmas and ideas with their peers and management members receive quality time with their leaders and peers for shared development throughout a 2-3-month period.

Success of the project is measured based on:

- **Participation:** 95% of the entire leadership cohort, including Group Presidents, General Managers and Vice Presidents, either participated or plan to participate in the next round
- **Feedback:** over 7,000 feedback questionnaires were distributed throughout the organization as part of the first step of the process, and over 75% of these questionnaires were completed by feedback providers. In general, we also analyze feedback from participants regarding how they feel in the beginning of the process as opposed to the end of it
- **Progress:** over 90% of leaders participated in the development discussions and had plans created for them

Based on the success of the pilot program, a second round was initiated in May 2022 to include more senior leadership, accommodating the participation of all of the company's 200 VPs in the two cycles. During 2022, this program was extended to the director-level population, including over 700 senior managers. We decided to initiate the project with senior people managers so that leaders could experience this themselves so that they could better facilitate the process for others and set the tone for thoughtful reflection and development throughout the entirety of the organization.

2.1.4. Switch Academy for managers

Launched in April 2021, this new platform changed the concept of being a manager at Amdocs by introducing certifications around developing new skills. In addition, managers who graduate from the Switch Academy also then become change agents for integrating new management approaches at all levels across Amdocs. Currently, we are working to consolidate all managerial development efforts under the Switch Academy umbrella – this means that, in addition to focusing on developing Amdocs' director-level population, we will also be focusing on certifying at least 70% of our new managers and team leaders – over 1,000 individuals – with basic managerial training over the next two quarters.

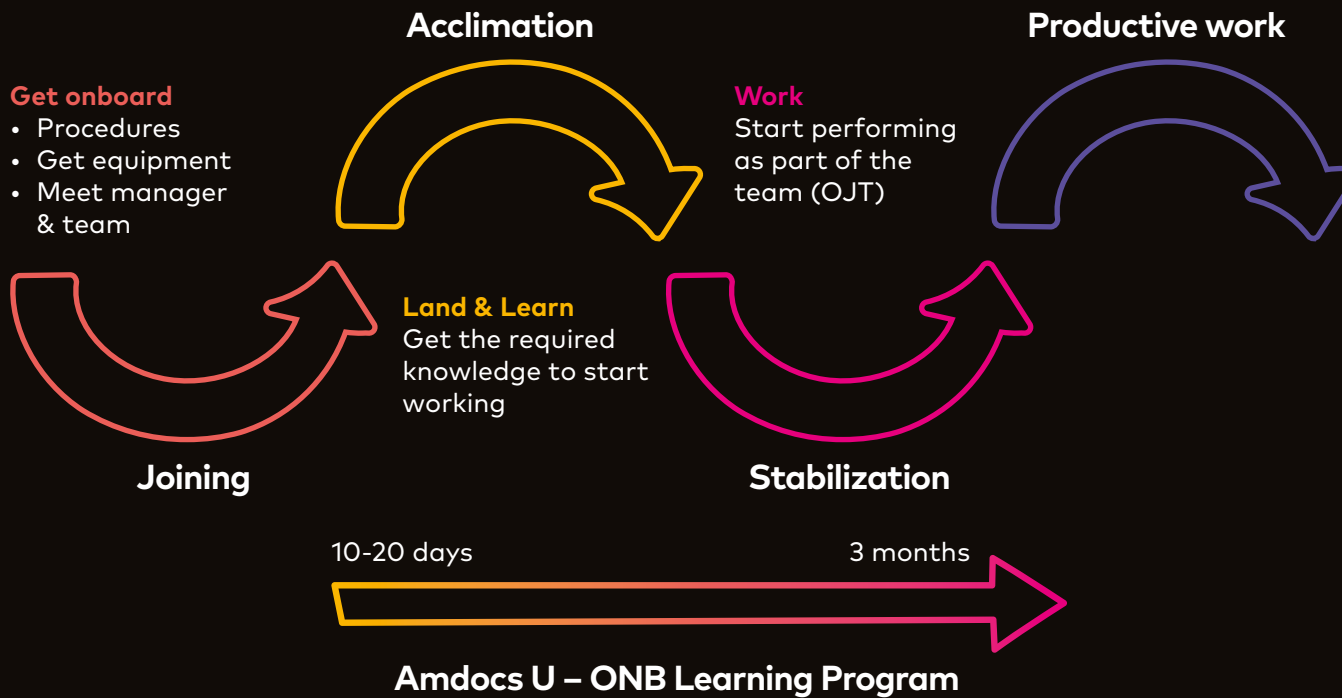
We assess our managers using a range of KPIs that each unit measures and reports against, including measurements relating to burnout, attrition, diversity, mobility, engagement, and satisfaction. These KPIs are discussed quarterly with our managers, emphasizing to them that we also consider it important to measure non-financial results, in addition to financial outcomes.



2.1.5. Amdocs U – a new personalized onboarding learning platform

In the face of record numbers of people joining Amdocs over the last year, Amdocs has developed the Amdocs U platform to offer new employees a personalized onboarding learning program to improve the experience of the most intensive learning period in an Amdocs employee’s lifecycle. Amdocs U serves as a one-stop-shop for learning, simplifying the onboarding process, and encouraging faster adjustment periods and productivity during the first three months of employment.

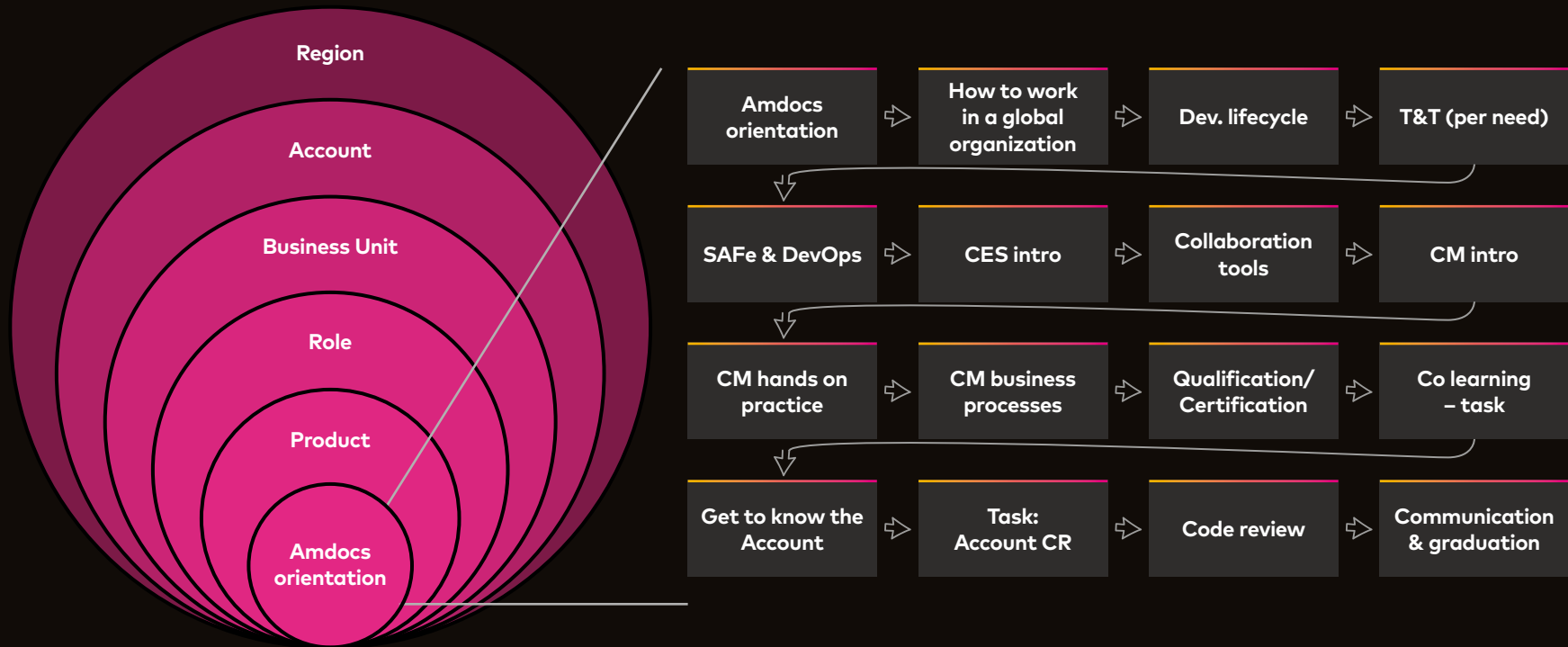
Onboarding Scope



Amdocs U is a cross-departmental, multidimensional program that assembles individual learning plans for each role in the company, and also takes employee regional-specific requirements into account. The digital platform provides tools and mechanisms for self-learning and peer learning, mentoring and coaching, hands-on experiences, tests and certifications, technical and product aspects.

In addition, employees can learn about our organizational culture and power skills, and gain access to team and group learning to allow for people to connect. This unique program engages the entire Amdocs ecosystem to provide a unified yet personalized experience that enables a streamlined and monitored onboarding process for new employees.

Personalized Learning Plan – Example

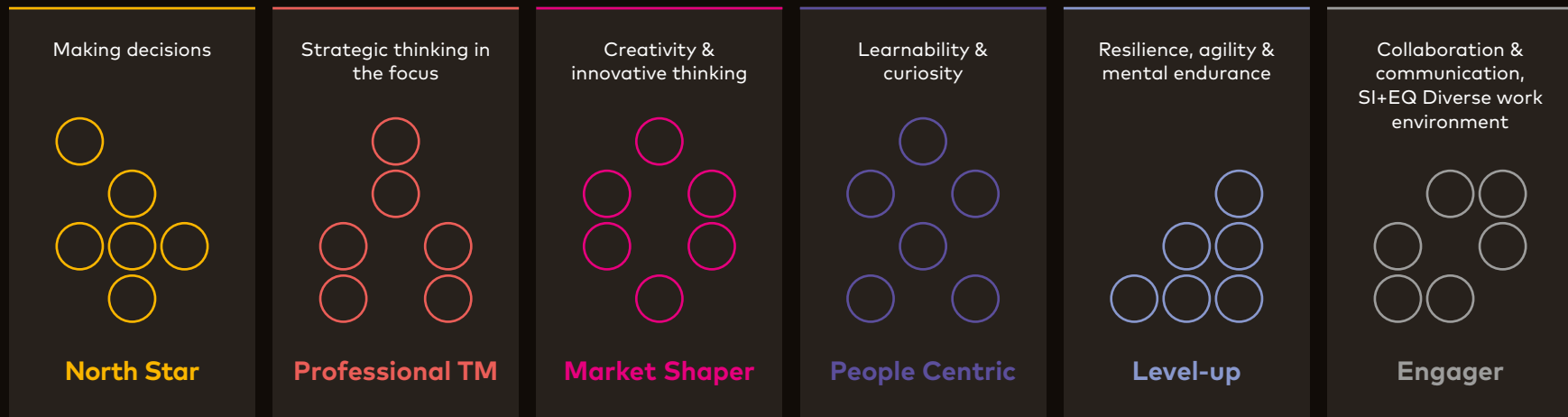


2.1.6. Aspire – an upskilling platform for increasing job mobility and future-readiness

In 2021, we developed and launched our Aspire upskilling platform in order to prepare Amdocs and our people for current and future business challenges and is open to all Amdocs employees. Aspire is a relevant, innovative program to develop and retain our employees through the development of power skills.

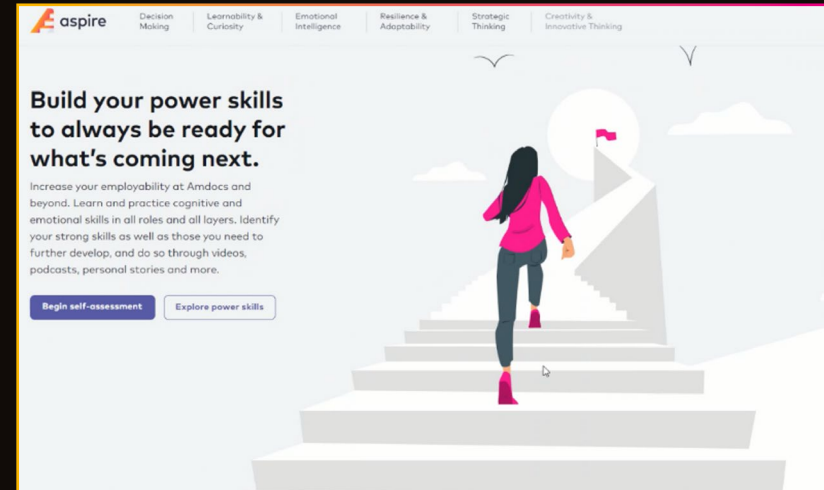
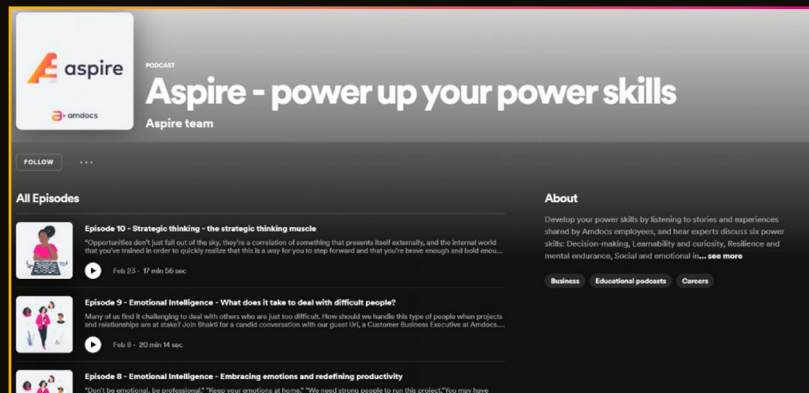
We identify power skills as skills that we consider to be essential for the current and future employability of all employees – regardless of their role, seniority level and region – in the changing world of work.

Amdocs power skills model



Our unique platform allows every employee to evaluate themselves and strengthen their skills through a learning journey that involves three steps:

1. Completing a personal assessment
2. Receiving feedback through an individualized report and personal or group sessions for debriefing by an internal professional team
3. Learning and developing through blended offerings, including workshops, short self-learning modules, masterclasses, podcasts, sync sessions and more



In the first four months since we launched Aspire:

- Over 10,000 employees took part in Aspire activities
- Over 1,500 employees completed the self-assessment
- Over 1,500 have already participated in at least one workshop or in the unique learning offerings

2.1.7. Upskilling initiatives

Our upskilling platform for employees covers 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 for employees to choose from – this enables them to get hands-on experience, increase their skill-sets, and become familiar in new areas where they can grow.

Upskilling increases our employees' talent employability – both within Amdocs and in the external market. Our experience also shows us that people who chose to upskill themselves are much less likely to leave, and they also become much more engaged in the organization than people who do not take part in this program.

2.1.8. Performance Management Process (PMP)

PMP is Amdocs' annual review and assessment process conducted by each individual employee together with their manager. In the last year, we have redesigned it to make it an even more efficient assessment tool by:

- Improving how we identify our talent segments
- Better connecting employees' day-to-day activities against the company's strategy
- Improving the process' potential to engage our people

The performance review starts with the employee preparing a self-evaluation which focuses on setting and/or assessing the achievement of the employee's annual goals, as well as the development of the employee's capabilities (the "how").

This evaluation is reviewed, and feedback given by the manager and is then followed by a discussion between each employee and their manager. The objective behind PMP is to encourage a culture of open dialogue to help develop our employees' current (and future) capabilities, talents, and achievement. Our most recent performance management process shows improved results compared to previous years, including:

- Employees were more active in self-assessment and setting goals
- More personal goals were set (from 40% to 70%)
- Personal goals were measured (from no measuring to 52%)
- A high rate of managers prepared feedback on achieving goal achievements and employee capabilities (87%)
- Enabled high performers to be clearly identified (15.7%)

Apart from these annual discussions, we also implemented "check-in" touchpoints between our managers and their team members. These take place at least twice a year in order to complement the annual PMP, set new goals, ensure that there is a personal development conversation, and also provide ongoing feedback and care.

2.1.9. 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, and urging hiring units and managers to consider potential talent from within Amdocs and to then work with HR leads to open up 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. These 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 2022, we plan to launch a new talent marketplace to serve as a single artificial intelligence-based platform for all opportunities available to employees based on their aspirations, skills, suitable job opportunities (according to AI), relevant coaches and mentors, as well as learning opportunities. Employees will also be given the opportunity (and the training) to become career coaches for others.

In addition, in order to allow people to mobilize and progress their careers more effectively and quickly, we have changed our policy so that employees can now apply for a new role within the company after just one year (as opposed to two), and the organization can offer jobs to employees without formal applications.

As a result, **in FY 2021, we filled 40% of our positions internally**, up from 30% in FY 2020 and 27% in 2019.



2.2. Employee engagement and development

We have a responsibility toward our employees to enable and support their continuous growth by providing opportunities for professional and personal development and fostering a culture of continuous learning.

2.2.1. Using people analytics to make informed decisions

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

The Strategic Planning unit also includes a People Analytics team, 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 Strategic Workforce Planning unit focuses on creating and implementing Amdocs' talent strategy (including skills management), optimizing site-specific strategies, and achieving an effective organizational managerial structure.

The People Analytics team, 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

2.2.2. Employee engagement surveys

The objective behind our employee engagement surveys is to find out from the best possible source – our employees – whether our working culture and strategies are aligned. Recent results from surveys conducted in the last six months include:

- **85%** of respondents say they have clarity around their tasks and priorities
- **85%** indicate that their manager demonstrates care about their wellbeing
- **81%** feel that employees' health and well-being are a top priority for Leadership

The OHI (Organizational Health Index) survey we conducted at the end of 2020 and was filled out by 78% of our employees, reflected that our employees perceive Amdocs to have a strong and healthy culture. We scored high, both in absolute numbers and in comparison to the industry's benchmark. The OHI shows us we have 2 drivers we score very high on that we can lean on in this journey – our external orientation and our ability to innovate.

The senior leadership had deep dived into the results and decided to focus on 3 areas – clarifying our direction, enhancing our empowering and consultative leadership and strengthening motivation.

3 Task Forces led by senior leaders were established for each of the topics and these teams explored the challenges and presented suggested actions to the entire senior leadership forum. Most suggestions were approved and are already being implemented, such as consultative sessions for senior leaders, stronger connection between performance and pay, consultative leadership skills assessment and training, redesign of processes to empower our managers and more.



2.3. Diversity and inclusion

2.3.1. Management approach

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

We strongly 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: diversity helps achieve our business objectives and contributes positively to the community – **in short, diverse teams outperform.**

We make every effort create a welcoming work environment for all employees – one that embraces diverse cultures, perspectives, skills, and experiences within our workforce. (Read more: Our Code of Ethics and Business Conduct chapter).

Amdocs is committed to leveling the playing field both 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 as a human one.

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

- **Representation:** we're working to increase representation through growing our intentional diverse hiring practices as well as visibility in our communications and content while involving our communities through initiatives such as "Start Early" to encourage girls Science Technology Engineering Mathematics (STEM) Education
- **Inclusion and belonging:** we're expanding our inclusion practices and managers' education, building more awareness campaigns and growing our Employee Networking Groups (ENGs)
- **Equity:** we strive to ensure this through practicing and building pay equity mechanisms and gender calibration on all people processes and focusing on progressions to senior roles

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



Shai 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 communication efforts and progress to all employees on relevant occasions.

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

Amdocs is also a founding member of industry association TM Forum's Diversity & Inclusion Council – this is a global collaboration project focused on making the telecommunications industry the most diverse and inclusive industry in the world. Council members are working collaboratively toward delivering tools, frameworks, knowledge and research aimed at improving awareness of the business value of diversity and inclusion.

2.3.2. Managerial education on inclusive leadership and unconscious bias

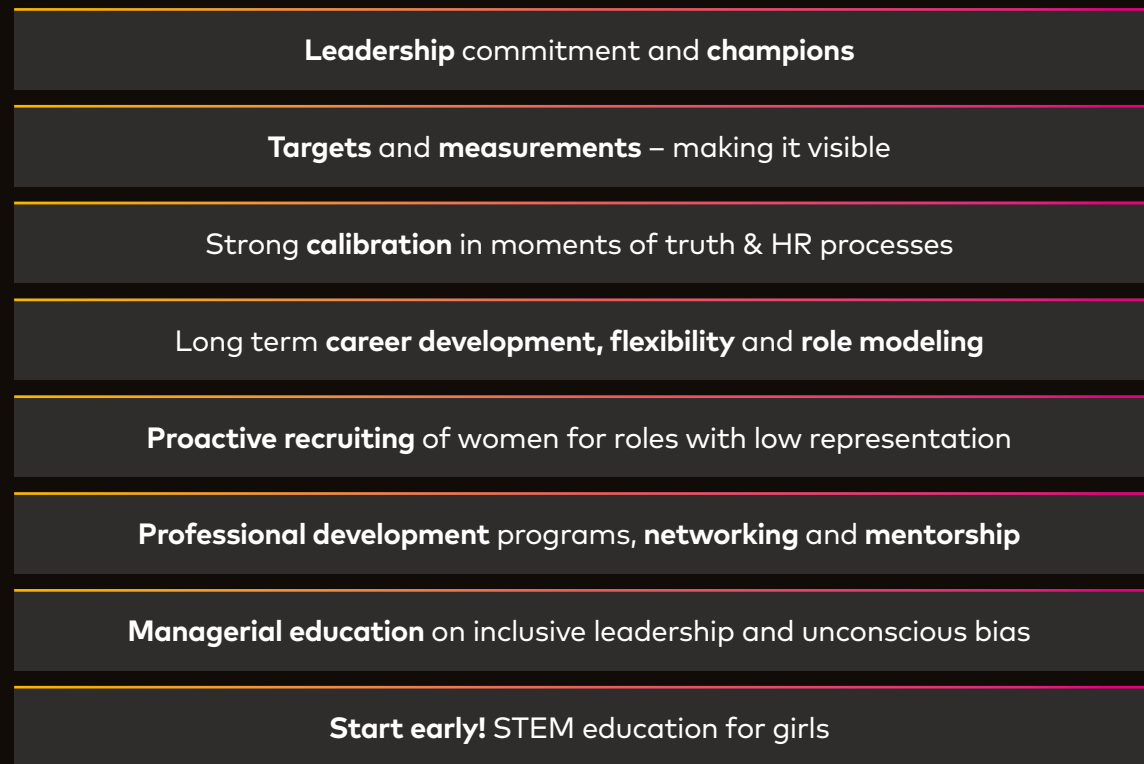
We conduct Unconscious Bias training for managers which also introduces the concept of managing bias during the hiring process and throughout employees life-cycle. Our SWITCH upskilling platform for managers, includes multiple learning sessions around diversity and inclusion, tailored to different managerial roles (team leads, junior managers, senior managers).

In FY21, approximately 300 managers, underwent diversity and inclusion trainings, including unconscious bias trainings, inclusive leadership training and LGBTQ+ inclusion trainings, joined the hundreds of managers who completed their trainings in the past few years.

2.3.3. Gender diversity

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

Our multi layer approach



On International Women's Day in 2022, Amdocs launched the Donne in Tech initiative in Italy to encourage the professional growth of women in and entry into tech careers. The initiative, launched in partnership with Amazon Web Services (AWS), the Embassy of Israel in Italy, and SheTech, the free STEM activation program SheTech, aims to create a group of professionals who can share their stories, to motivate and inspire the careers in the next generation of women as well as their current colleagues.

The program involves ongoing mentoring of students where women share their stories and facilitate workshops around different topics such as LinkedIn branding, interview skills, negotiation skills, presentation skills, and more. Students can participate in a hackathon for social causes, while women have the opportunity to learn from each other and experts in their field as part of a growing network.



The logo for 'Donne in Tech' features the word 'donne' in a lowercase, sans-serif font. The letter 'o' is replaced by a stylized female symbol (a circle with a vertical line and a horizontal line). Below 'donne' is the word 'in' in a smaller font, followed by 'tech' in a larger, bold, lowercase font.

2.3.3.1. Leadership commitment and champions

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 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.

The INSPIRE initiative also launched Amdocs Women's Network, which offers different types of growth and networking opportunities under its umbrella, such as:

- **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
- **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'
- **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

Additionally, in 2021 INSPIRE was the engine behind the launch of "The W Factor" – our Amdocs India gender equality platform, which is allowing the leaders of the different units in India to learn from each other's success stories and best practices, and creates visibility to the progress each unit is making on the key gender diversity measurements.

2.3.3.2. Targets and measurements – making it visible

Real-time Gender data is available for all of our people managers in all of the different dashboards they use, supporting them in making the right decisions. 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% as compared to 2019 and reach 37% women globally across the company by 2023.

	FY2019	FY2020	FY2021
Women share of total workforce	31%	31%	32%
Women in all management positions, including: junior, middle and senior management (as % of total management workforce), including Team Leaders	24%	23%	25%
Women in junior management positions. i.e. first level of management (as % of total junior management positions)	26%	26%	26%
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%	27%	27%

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's 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 total:



of our software testing engineers are women



of our product managers and owners are women



of our tech roles are held by women

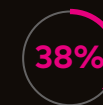
Among new hires:



of the new hires for software engineering are women



of the new testing engineers are women



of our tech graduate population are women

2.3.3.3. Strong calibration in moments of truth & HR processes

We have designed practices and tools to monitor gender equality between employees serving in the same position, role and seniority, aimed to be considered during our people-related processes, including performance evaluation, salary revisions and annual bonuses, designed to ensure that there is no unconscious bias in these processes. This is being done in real-time through a calibration process that is designed to ensure the gender balance in decisions being made, matches the one of our populations, in the different units and across all managerial layers.

2.3.3.4. Long term career development, flexibility and role modeling

Many of our people-centric policies support gender equality. Amdocs offers all its employees countless options of internal mobility and diverse carrier paths which we make sure Amdocs women are utilizing; We offer hybrid work and flexible hours which are important for gender equality, alongside unlimited vacation time; and we have many senior women leaders who serves as role models and create visibility for the endless opportunities that exist for women at Amdocs. We also offer a global gender-neutral parental leave to support working parents.

2.3.3.5. Proactive recruiting of women

Amdocs is proactively seeking to recruit women coming back from a career break, and is providing up-skilling, reskilling and mentoring for women who wish to restart their careers in technology. Whether for motherhood or any other reason, we believe career breaks should not hurt women's paths forward and recognize that diversity and different life experiences can lead to better R&D development, team collaboration, understanding and new ideas.

Our Relaunch your career with Amdocs program in the U.S. is an opportunity for mid-career professionals who took a break and are ready to rejoin the workforce to find their next professional home. The program offers full-time, direct hire opportunities from business units and hiring managers that provide care and support to relauners.

In India, we launched a Back2Work Bootcamp as a springboard for women returning to the workforce. The five-day bootcamp includes tech skills such as Java Developer Course and covers topics such as growth mindset, interview skills, LinkedIn skills, and more. After which participants have the opportunity to interview for open positions at Amdocs. Additionally, we have internal efforts for proactively identify women for roles with low representation. Today at Amdocs, we have 20% women in customer-facing roles, and we launched the BECOME program to identify high-potential female talent internally for such roles. Through this initiative, we opened an open call out for all women in the company to interest them in such roles, and host exposure sessions for those nominated on what customer-facing roles entail. After these sessions, we check participants' interest in such roles and offer them upskilling, mentoring and new opportunities at Amdocs.

2.3.3.6. Professional development programs, networking and mentorship

We offer a large number of professional development, networking and mentoring opportunities for women on different levels – cross company programs such as our quarterly virtual coffees with Amdocs' women leaders; regional programs such as "Build Your Leadership Voice" for team leads in India; and Unit based programs such as the "Women of Amdocs technology" forum; and in collaboration with our customers such as the Beyond Boundaries program:

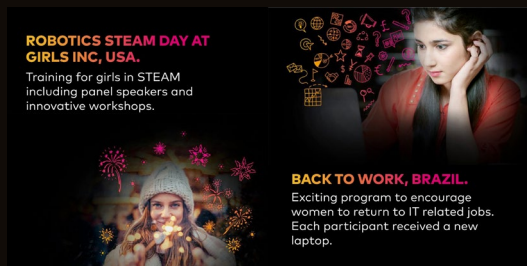
In 2021, Amdocs and Comcast launched Beyond Boundaries with the purpose of promoting the shared value of gender equality and creating a platform for networking & professional growth for women in technology. The initiative, sponsored by Christer Peltomaa, SVP & CIO at Comcast Business and Vikram Sayal, Customer Business Executive at Amdocs, brings together 9 women executives from each company for 6 monthly 2-hours sessions around career development, technology, innovation, motivation and more.

2.3.3.7. Managerial education on inclusive leadership and unconscious bias

Our gender equality journey is structured from hundreds of decisions made by our managers across the globe every day. This is why we invest in managers' education and are making sure our managers have the knowledge and tools they need to lead equality.

2.3.3.8. Start early! STEM education for girls

As part of our deep commitment to gender equality, we are investing in shaping the future generation of women in tech and working with our local communities, focusing on tackling the barriers that systematically track young girls away from science and math throughout their education. We are leading a partnering in dozens of STEM encouragement programs for girls around the world with a special emphasis on India, Israel, North America and Mexico.



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

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.

2.3.4. Equal pay

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

As such, we have been increasingly engaged in reviewing and measuring equal pay, for all genders, worldwide considering location, role, seniority level and the applicable unit, while using the assistance of various tools which were developed for this purpose. Our review supports our efforts to ensure an equal opportunity and equal pay employer.

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

We are committed to continuing 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.

2.3.5. Ethnic diversity

Our people come from many different nationalities and cultures, and we strive to reflect the multicultural society within which we operate. We have particular focus on ethnic diversity in North America and in Israel.

Our North America Diversity and Inclusion Framework

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

- A focused effort on diverse hiring and specifically graduate hiring as part of our global #boundless Talent Acquisition diverse hiring initiative, which includes targeting career fairs in historically Black colleges and universities 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 educational sessions
- Focused awareness campaigns around Black History Month, Hispanic Heritage Month, and other relevant calendar dates – led by our employees networking groups who drive the content and the agenda of these campaigns

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.

Ethnic diversity In Israel

We are proud to be one of Israel's leading tech employers for the Arab society in Israel, and we were awarded the Dov Lautman Business Diversity Award for our achievements in increasing this representation and promoting a multicultural work environment. The Arab society is the largest national minority in Israel and its representation in the tech sector is a key economic and social challenge. More than 7% of our employees in Israel are Arabs, compared to a 3% industry benchmark, while over 10% of new hires in Israel were from the Arab society during FY2021.

We are a member of the "Collective Impact Partnership for Arab Employment." As part of this effort, we have focused on 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.

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.

2.3.6. LGBTQ+ inclusion

Our LGBTQ+ inclusion global framework was developed in collaboration with a group of employees who belong to the LGBTQ+ community worldwide. The framework includes:

- Networking groups for LGBTQ+ employees, and allies, by region, with the latest one launched in India this year
- 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 inclusive 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. 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.

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



2.3.7. Persons with disabilities

In 2021, Amdocs launched our framework for people with disabilities, with three main components:

Awareness: In order to promote awareness, we conduct regional awareness sessions as well as special trainings for managers. 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.

Hiring: We work with specific NGOs focused on sourcing efforts in North America, Brazil and Mexico.



In Israel, we also launched **CONNECT**, a tech bootcamp

for people with disabilities, which provides tools and preparation for job interviews in order to enable them the best chance to find employment. After the first round, 50% of the bootcamp graduates were successfully hired at Amdocs and 50% were hired by other companies (with our help). We are working on launching the next round of bootcamps in the near future.

Additionally, we are hiring autistic people for operational jobs accompanied by NGOs and on FY2021 these hiring were 50% more compared with FY2020.

"In a very short time the disability became invisible to us and the candidate became one of the best developers on my team. This hiring created a positive effect on the entire team."

Meir Ivgi
Hiring Manager,
Amdocs Technology



Community: Within our communities, we lead workshops for people with disabilities on entrepreneurship and basic computer skills, and as part of our Tech for Good initiative, is developing the Could we talk app in CALA which assists with communication for people with disabilities. Additionally, in Israel, we are hosting 4 month of computer basic skills for people with Mental Health (JobIT) in order to assist them find a job in the market. Each of them got mentor from Amdocs and a laptop for a future use.



2.4. Employee networking groups

Our platform of Employees Networking Groups (ENGs), also known as Employees Resource Groups (ERGs), is aimed to create safe spaces in which people can come together based on shared identity, that influence their day to day experiences at work. Employee networks provide support, enhance career development, and contribute to personal development in our diverse work environment.

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

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 the hiring, engagement and retention of diverse employees. The ENGs 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.

Our ENGs include:

The Black Professionals Employee Networking Group (BPENG), operating in North America, was created to foster the cultural and professional growth of Black and African American employees within Amdocs.

Nexos, also operating in North America, is Amdocs' Hispanic Professional Employee Networking Group.

Amdocs LGBTQ+ Network includes communities for LGBTQ+ employees and allies in Latin America, North America, EMEA and Israel, as well as India and APAC.

Arab employees' community in Israel is focused on promoting cultural awareness within Amdocs as well as future employability within the Arab society in Israel.

Amdocs Women Network operates globally and offers multiple networking, mentoring and professional development opportunities for women throughout the year. Women joining Amdocs will automatically receive information on these activities.

Amdocs Israel's caregivers' community is designed to be a source of support as well as information and rights utilization for employees who are the caregivers of elderly parents, sick family members or children with special needs.

The Young Professionals' Community, currently operating in Israel and soon in North America, was established to create a platform for young professionals at Amdocs to connect with their peers and increase their sense of belonging and wellbeing.

Recognized for our diversity & inclusion impact:



India

Best places to work for women



Mexico

Human Rights Campaign best places to work for LGBTQ+



Peru

Government recognition for Amdocs' commitment for inclusion



Israel

Prominent award for diversity in business



Ceremony of the Israeli award "The Lautman award for diversity in business."

We received the Textio leadership award – our engaging and inclusive writing throughout our global job posting received the highest average Textio score.

2.5. Employee wellbeing

Amdocs is committed to looking after our employees' wellbeing by providing a healthy, respectful and nurturing environment that encourages engagement, resilience, self-fulfillment and a sense of belonging.

We believe that wellbeing in a people-centric organization is a continuous journey that requires us to listen to our employees, be attentive to their needs, and provide the right framework and platforms to allow them to thrive.

In the past two years, Amdocs has expanded and adjusted our employee wellbeing program to fit the changing COVID-19 situation in different parts of the world.

When the pandemic hit at the beginning of 2020, we reacted fast – within one week all employees were shifted to working from home and we launched its people-centric Virtually Together (“We’re here for each other no matter where we are”) website to support them.

Recognizing these are complicated, stressful times for employees and their families with financial, emotional, and other challenges, Amdocs launched two versions of the site – an internal one for employees, and an external one for the community. Areas of assistance include working from home security guidelines and solutions (e.g., how to motivate yourself, manage work-life balance at home); family and community support (e.g., helping friends or family find employment); and a wellbeing-activities app to help people cope better including yoga and mediation sessions).

As we moved through the pandemic, we continuously evolved and expanded our employee wellbeing program to ensure the best possible support during different stages of the pandemic and help address issues that became especially prevalent during this time.

Even though we are seemingly at the tail-end of the pandemic in many of the countries in which we work and operate, many of our employees still work remotely and their wellbeing needs vary. Therefore, in addition to traditional focuses such as physical and mental health, our wellbeing program has also been focusing on enabling teams to connect, reconnect, and create new positive experiences together, while also addressing complex topics such as coping with burnout.

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

2.5.1. Physical and mental health

Health insurance

In most of the countries where health insurance is not fully funded by the government, we offer medical, dental and optical insurance for our employees.

Personal counseling

Amdocs **Employee Assistance Program** is available in all of our locations, providing employees with access to affordable and confidential personal support, including mental and emotional support, and consulting regarding personal or work-related problems.

Work environment

Our offices meet the highest standards of safety and comfort. We offer our employees ergonomic counseling, high cleaning standards, fitness, health and wellness activities, and fully stocked kitchenettes and coffee rooms where employees can find healthy food options and socialize.

Outstanding employees

In order to promote healthy lifestyles and work-life balance, we created "Amdocs outstanding employees," recognizing employees who have demonstrated amazing capabilities.



BE Healthy campaign

These past two years have taught us, now more than ever, that our health is really everything. A healthy body and mind enable us all to focus better, increase our quality of life and take on the world with renewed energy.

No matter the season, whether in full lockdown or out and about, we've made it easy for our employees to take advantage of a wide range of activities and be healthy at Amdocs:

1. Our BE Healthy dedicated portal is our go-to page for everything regarding our health offerings at Amdocs – health insurance, registration for sports groups, gym memberships – wherever in the world our employees are located, we are making it easy for them to be healthy!
2. We launched our organization-wide Reaction health app in 2021. Reaction encourages people to be more active and take part in healthy activities like sports, meditation, healthy nutrition and more. The app offers short videos, articles, interactive content and social networking to make being healthy more fun
3. Our Better Together one-month challenge via the Reaction app connects and energizes teams throughout the company. It encourages employees to complete good habit tasks like meditation, steps, etc.; take on challenges set by Amdocs people around the world; join live events; share their progress with the company; and receive points and win prizes. Better Together provides all the tools one may need to take ownership of their health with our full support

Virtual marathon in India

FY' 21 – Run2FightCovid
 1280 Registered employees + families
 USD 5,120 raised
 5000 Masks & 5000 Meals Distributed
 150 Study Kits donated
 Connecting on Reaction App

FY' 22 – Run2Educate
 2292 Registered employees + families
 USD 10,000 raised
 80 digital tablets distributed from funds raised
 Winning units & runners felicitated
 Connecting on Reaction App

2.5.2. Teaming and belonging

We believe that “teaming and belonging” is a key factor in our employees’ wellbeing and in addition to appreciating and recognizing our employees for their contributions, it is hugely important for us to cultivate a sense of teamwork and belonging, and enable our employees to create new experiences together, connect and have fun – and never more so than during the last two challenging years of the pandemic. Our many “teaming and belonging” programs and initiatives include:

- Company events such as wellness activities (both online and in person), holiday parties, and campus activities
- **Monday and Wednesdays @ the office** – our hybrid work model gives our employees the flexibility to work from wherever they choose for part of the week and creates the opportunity for teams to gather and collaborate in person at least twice a week. Many of our offices choose Mondays and Wednesdays as their collaboration days and we added more fun to these days with free lunch, team activities and more
- **Purpose** – Feeling a sense of purpose and connecting to friends at work has a powerful impact on employee’s wellbeing. Amdocs’ outstanding community-outreach program provides our employees with an extensive range of opportunities to volunteer in different ways (see chapter on community outreach). Through these experiences, our employees not only contribute to greater causes in our communities but also feel more connected to each other and the communities in which they live and work

American Heart Association walk in Dallas

2022 Dallas Heart Walk
 Saturday, September 24, 2022

Register Donate

Date & Time	Location	Contact
Saturday, September 24, 2022 Start Time: 9:00am	Location TBD Dallas, TX Get Directions	Your Heart Walk Team 214-441-4105 Email Us

Our Progress: **\$741,241.10** / Our Goal: **\$6,200,000**

2.5.3. Flexibility

Flexibility is more than a policy at Amdocs; it has become a value. Having flexibility allows our employees to use their time efficiently, however they see fit, with more time for family and friends and a work-life balance. This year, we expanded our flexible practices and today we offer our employees:

- **Flexibility @ work** – In 2019, Amdocs had already introduced the working from home concept for one day a week (wherever possible). After shifting the entire global organization to working from home at the start of the pandemic in March 2020 without any business disruption, we are currently supporting a hybrid model of work, recognizing that our employees appreciate the flexibility this offers to them
- Our new **Vacation without Limits** policy introduces a greater focus on wellbeing and opportunities for growth and a new approach to productivity and value, based on mutual trust. The basic is strait forward, our employees are free to take as much time off as they choose as long as it is fully coordinated with their managers. We want to create the best working environment for our people to thrive and allow them to do

it while taking care of themselves with the maximum flexibility. So, whether designated to recharge, spend time with loved ones or just enjoy themselves we trust our employees that they know best regarding when and how long they need for time of. Already implemented in the US, Cyprus, the Philippines, Australia, Spain, Israel and India, this policy will be made available to every country (where regulation allow) by the end of this year

- **Parental leave** – Our global parental leave policy is aimed at providing parents with additional flexibility and time to care for, and bond with, a newborn or newly-adopted child, and adjust to their new family situation. 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

"We see a greater need for flexibility for our employees, particularly given the burnout accelerated by Covid. The 'Vacation without Limits' program will change this by empowering our employees and giving them maximum work-life balance flexibility."

Judith Yampolsky
Head of Amdocs People



2.5.4. Burnout

Although burnout is not a new phenomenon, the high levels of stress in the past two years of the pandemic combined with changes in our usual working environment created higher levels of reported burnout. This year, we started offering units and organizations a framework based on the value of work-life balance that has enabled us to gain a holistic understanding of burnout, identify places where it accrues, and ways to reduce and cope with it.

2.5.5. Unit led initiative

As a global company with diverse organizational characteristics and culture, we welcome units to give their interpretation for wellbeing.

SmartOps Wellbeing program – As one of the biggest and leading organizations in Amdocs, the SmartOps organization and leadership choose to put employees wellbeing as one of their core values and pillars. SmartOps leadership took a commitment to create an appreciative culture, encourage employees to take

time to recharge, promote psychological safety, develop sense of purpose and provide opportunities for personal development.

2.5.6. Appreciation week @ SmartOps

Putting words to action SmartOps launch Appreciation week. With a purpose to increase pride and sense of belonging, show employee recognition cross organization allowing better networking, recognize beyond technical capabilities and develop a culture of appreciation cross levels for individuals and teams. During five days, SmartOps employees and management were invited and encouraged to show their appreciation on an internal communication platform (Yamer) in a creative and personal ways. Using 5 relations clusters and 10 categories of appreciation SmartOps employee managers showed their appreciation, with amazing results. More than 5200 active participants, 4000 posts and 7000 reaction and comments.

2.5.7. Happiness and positive leadership training @MNT

Based on Positive psychology principals and happiness, research based, management practices, a selected group of Amdocs MNT (Media, Network and Technology) organization managers participated in a unique 6-week training, that focused on positive leadership, innovation, and creative approaches to coping optimally with managerial challenges. We believe that investing in our managers wellbeing and focusing on positive people management skills has a significant contribution to our employees' wellbeing and happiness at work.

2.6. Health and safety

Amdocs strives to ensure that every employee, visitor and on-site contractor enjoys a safe and healthy work environment. We believe this is achieved by adopting, implementing and continuously improving our occupational health and safety program. According to the Amdocs Environmental Health & Safety (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

Our EHS management system, accredited by the international ISO 45001:2018 standards, 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 our 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

We also continuously monitor changes in EHS policy around the world.

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

2. OSHA severity rate is a metric that 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.

2.6.1. Our Health and safety goals for FY 2022

1. Achieve zero SIF (Serious Incident / Fatality)

2. Reduce lost-time work-related accidents

- Achieve zero SIF (Serious Incident / Fatality)
- Reduce Work-related lost time accidents – maximum 0.015 DART rate¹
- Reduce lost days due to work-related accidents – maximum 8 OSHA severity rate²
- Improve accident and incident classification and reporting
- Anticipate stability on ergonomic interventions and growth in ergonomic adjustments

2.6.2. Our health and safety performance

Our EHS performance in FY2021 has been good in comparison with other companies in our industry, and we continue to strive to improve and reduce our health and safety incidents:

- No SIFs (Serious Incidents / Fatalities)
- Work-related lost time accidents – Maximum 0.028 DART rate* – actual 0.035
- Lost days due to work-related accidents – Maximum 10 OSHA severity rate* – actual 12
- Anticipate stability on ergonomic interventions and growth in ergonomic adjustments – we had a higher number of ergonomic adjustments and lower number of ergonomic interventions, combined equaling an overall reduction of 32%)

Health and Safety	FY 2018	FY 2019	FY 2020	FY 2021
DART rate Total number of lost time injury events x 200,000/total hours worked	0.022	0.034	0.012	0.035
Lost days due to work-related accidents Total number of lost days / Total number of recordable incidents	49.0	6.8	8.5	12

2.6.3. Supporting safe, comfortable workstations at home and in the office

Due to the COVID-19 pandemic, most Amdocs employees were working from home for much of 2020 and 2021. In order to ensure a safe, comfortable workspace in employees' homes, Amdocs initiated several projects to support ergonomic needs – this included giving every employee a budget from which they could buy additional equipment to the equipment taken from the office, allowing employees to take equipment from the office to their homes, carrying out ergonomic online workshops, and more.

Providing our people with ergonomic equipment for their daily activities both at home and in the office, as well as awareness activities on "how to be more active", training and knowledge of ergonomic principles and how to adjust their workstation are all 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 by providing training and individual consultations at all our sites to identify common and self-correcting practices to improve workstation comfort. We also make this information available to our employees through our EHS portal and ergonomics e-learning, and also provided employees with "Safety at Home" awareness online sessions and tips through communications.

In addition, as part of our regional activities worldwide, we provided our employees with online trainings regarding safety at home and first aid for all family members, as well as webinars on nutrition and healthy eating.

2.6.4. Road safety

To help keep our employees safe on the road, we run a road safety project currently available in Israel and India, which includes practical driving instructions, road safety lectures, cautious driver contests, and educational materials. Since 2018, 100% of Amdocs' Israel fleet has also been equipped with a Mobileye vision technology system for advanced driver assistance and safety. In addition, in FY21 we renewed our practical-driving training which had to be put on hold during the epidemic – this training focuses on improving driving behavior, including how to avoid becoming distracted, and is open to all Israel employees.

Road Safety	Unit	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
% 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%	22.3%

In August 2021, Amdocs began utilizing a new solution for performing cell tower inspections for our customers which utilizes unmanned aerial systems (UASs) to capture high-resolution imagery of the tower combined with software and analytics to create a full mapping and analysis of the tower needed for the inspection.

The traditional process for performing cell tower inspections has significant risks for both:

- Tower personnel who are specially trained to perform work at extreme heights utilizing climbing and safety equipment in order to mitigate the high risk to health and safety
- Rescue operations personnel in case an incident does occur

Now, with Amdocs approach utilizing UASs/drones, by removing the need for climbing the tower, inspections can be performed more quickly and efficiently, and with a much lower risk to health and safety.

In 2022, Amdocs is already executing hundreds of flights on a monthly basis, scaling to support the growth in cellular towers and increased need for inspections while making a meaningful impact on health and safety in the industry.

2.6.5. Emergency preparedness

We take our responsibility to keep our people safe at work extremely seriously, which includes being thoroughly prepared in the event of an emergency. We communicate instructions tailored to each site as to how to respond to earthquakes, fires and other possible emergency situations, and 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. In addition, our offices are equipped with automated external defibrillators and an accompanying training video, and Since 2015, we have provided our Israel-based employees and their partners with annual CPR "Safe Family" training.



3. We progress society through our creativity and technology, creating amazing experiences

We are not just a technology company we make every effort to use our resources, creativity and technology to advance and enrich the interests of people in the communities in which we live and work around the world. Being responsible citizens is integral to Amdocs culture and strategy, and we fully encourage and support our employees who want to give back with volunteering initiatives, that help us to create lasting, cross-sector partnerships in our local communities. We strive to provide technological solutions that enable our direct customers to provide the best experiences for end-users and people worldwide.



3.1. Product sustainability

By offering valuable and reliable products, we seek to provide a solid foundation for our customers to be able to better serve their own customers.

Our solutions are designed to modernize, automate, and digitize our customers' businesses, making them more efficient, less reliant on physical hardware and able to scale supporting system environments up and down in real-time to prevent wasting resources. Our efforts in creating sustainable products and services are reflected in multiple investment areas, and in particular our investment in cloud-based products and cloud services.

Our cloud services are designed to help our customers to move systems and data to public-cloud data centers and our cloud-based products are designed to enable them to operate in the cloud. We believe that by leveraging the economies of scale offered by the public cloud and the attributes of our cloud offerings, our customers may be better positioned to subsequently reduce their carbon emissions in several ways:

1. Reducing electricity consumption

- By reducing data center electricity requirements for powering and cooling of supporting hardware for computing, storage and disaster recovery
- **More efficient servers, facilities and use of renewable energy:** Amdocs Cloud Strategy & Migration services enables customers to define and strategize their cloud architecture and resource requirements, and Amdocs Cloud Data & Intelligence services allow customers to migrate data architecture from onsite to modern cloud architecture
- **Optimization of resources in the cloud:** FinOps from Amdocs Cloud Operations services monitors the use of cloud resources and prevents cost leakage in real-time, Amdocs iPaaS service enables a reduction in storage requirements and data transactions with the ability to access data from anywhere without the need to make copies, and Amdocs Network Orchestration optimizes resource use across physical, virtual and cloud network infrastructure
- **Retiring old hardware and systems:** Amdocs Catalog is an enterprise-wide product catalog that retires multiple disparate catalog systems, and Amdocs Partner Experience Cloud enables a single integration to all OTTs, consolidating separate solutions and servers
- By reducing the electricity requirements of call centers – for instance, Amdocs Monetization Suite can substantially reduce the number of customer calls to the call center via improved bill accuracy, transparency, personalization and design, and as a result, allows to reduce call center staff and real estate
- By reducing the electricity requirements of shops – for instance, Amdocs Commerce & Care Suite offers online commerce capabilities
- By reducing the electricity requirements of offices – for instance, Amdocs Microservices Management Platform uses automation to reduce the number of developers needed

2. Reducing pollution

- By reducing the employee commute to the office (for instance, Amdocs Quality Engineering enables employees to work from home/ crowd testing); the sales agent commute to customer meetings (for instance, Amdocs Configure Price Quote enables process digitalization) and technician visits (for instance, the Visual Assistance Experience service enables remote visual assistance for end customers)
- By reducing car pollution in general (for instance, Amdocs Digital Brands Suite enables Ultra-Low Emission Zone city programs)
- By reducing manufacturing, shipping and transport, rollout, replacement and disposal of physical network components (for instance, Amdocs Service Orchestration allows services for enterprise customers to be rolled out over virtual networks [e.g. SD-WAN] and virtual uCPE [universal customer premise equipment], and Amdocs Content Cloud enables the launch of VOD content via the cloud to multi-screens without using dedicated fiber or cable)

3. Conserving natural resources

- By enabling the digital transformation of information delivery (e.g. enabling newspapers to offer online subscriptions) – for instance, with Amdocs Subscription Billing
- Through paperless contracting – for instance with Amdocs Digital Completion Experience
- By collapsing the number of bill pages with improved bill design and paperless billing – for instance with the Amdocs Monetization Suite



3.2. Accelerating innovations

Amdocs has worked hard to instill a culture and mindset of innovation across our organization, and our efforts towards creating sustainable products and services are also reflected in our ongoing and systematic investment in corporate innovation.

One example is the "Amdocs Technology a-Factor ESG Hackathon". At the beginning of 2022, Amdocs issued an internal challenge to employees to come up with and collaborate together to develop innovative telecommunication solutions that could change our world for the better by solving an environmental, social, or governance challenge. The winning team presented an idea on how service providers can construct more eco-friendly offers with a unique level of transparency and business flexibility, leveraging AI and carbon emission data. Since then, the winners supported by Amdocs Lab have already built the demo showcasing their idea which we hope to implement in Amdocs products.

Furthermore, 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 startups to fuel the development of new 5G-powered capabilities.

Our ongoing and systematic investment in corporate innovation is driven by five principles:

- **Rapid experimentation:** This involves applying innovative methodologies, nurturing a culture of agile experimentation cycles, and encouraging openness
- **Democratizing innovation:** Amdocs works to include all stakeholders in its efforts, knowing that innovation often improves with broader collaboration
- **Ensuring relevance:** Innovation can help guarantee that our company remains relevant as it necessitates keeping abreast of new technologies and cross-industry trends
- **Celebrating failure:** Amdocs encourages "leap of faith," "fail fast" and daring mindsets and believes in leveraging failure for a learning curve
- **Business focus:** Business growth is instilled through innovation and flexibility combined with a solid business model



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



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. Online retail and digital solutions in this field are providing accessibility to opportunities for populations who do not have physical access to products and services.



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 that collects medical readings from the system's app (or any integrable medical IoT device) and a dashboard that 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.



Digitalization of small-medium businesses and enterprises

Amdocs has created a marketplace for our small business and enterprise customers to purchase an array of solutions offered "as a service" for their businesses, including IT solutions, HR, website design, social media management, accountancy, insurance and more.

3.3. Corporate citizenship and community projects

At Amdocs, enriching lives and progressing society for a better-connected world is our mission statement and our guiding principle.

COVID-19 exacerbated many of the inequalities that exist today and accelerated the technological revolution which increasingly demands digital literacy and access to these resources. Amdocs has developed and supported multiple initiatives to give communities the opportunities, skills and knowledge to actively join today's connected world.

3.3.1. 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.

Among our partnerships, in 2022 we teamed up with Samsung Electronics America on the deployment of a Citizens Broadband Radio Service (CBRS)-based network across Howard University's campus in Washington D.C. to deliver secure and enhanced broadband connectivity to students, faculty and local residents traveling the university's campus.

Howard University recognized the need for a high-quality network solution across campus that not only enhances digital learning and information access but also increases network security and reliability. Overall, the private network provided the high levels of security required and delivered the higher data speeds and lower latency needed to ensure enhanced connectivity to more than 6,000 students traveling across campus.

As part of our wide range of initiatives, we strive to develop technology for social issues. **We currently have four apps that are in the process of being built, including:**

Sin Barreras: This project strives to help people with disabilities and employers connect through an app that Amdocs volunteers are building to increase the employment of people with disabilities. To develop this project, Amdocs partnered with Telefonica Foundation and the Peruvian Government's CONADIS (National Council for the Equality of Disabilities). Amdocs and Telefonica were recognized by the Peruvian Government for their efforts to support people with disabilities.

We are also currently developing "Jalisco con empleo", an app to promote self-employment for beneficiaries of the food bank, an app to assist with blood donations, and "Could we talk", an app for people with disabilities to communicate.

3.3.2. Digital divide and inclusion

At Amdocs, we strive to expand 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 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 socioeconomic groups. 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.

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.

- **Girls Inc.:** In Colorado, USA, we partnered with AT&T to provide robotics trainings for over 100 girls
- **Technovation:** Amdocs sponsored workshops for and mentored over 150 girls in Guadalajara, Mexico on basic programming, coding, and IT
- **Back to work:** In Sao Carlos, Brazil, Amdocs organized a program to bring women back to work in IT jobs
- **Pymo Tech Hub:** Amdocs partnered with the Israeli Embassy in Mexico to establish a mini-hub to support education and training for kids in rural areas
- **Knowledge Sharing on IoT:** In Indonesia, we began a knowledge-sharing initiative on IoT with children at a local orphanage, with monthly sessions on how technology can facilitate communication in private homes through the use of simple devices
- **Digital sales:** In rural India, we provided over 230 women entrepreneurs with digital literacy and awareness sessions on social media marketing, digital payments, online sales and product promotion via Amazon and Facebook
- **"Be without limits":** Amdocs partnered with NGO Reboot in a project to promote digital inclusion for indigenous people in Canada. Gabriel Israel (Amdocs employee) climbed to the Everest Base Camp, to increase awareness and raise funds to donate laptops for this project



3.3.3. Digital inclusion executive challenge in the Philippines

In 2021, Amdocs initiated a project focusing on digital access and skills in the peripheral communities of Nueva Ecija and Nueva Vizcaya in the Philippines. Our employees spent over 150 volunteering hours to develop career planning, technology and upskilling webinars, tailor-made to the needs of the students, and in partnership with the Department of Education through the Adopt A School Program and the local government, we donated laptops, printers and school supplies to better deliver quality education through distance learning during the pandemic.

Overall, 12,000 students from 25 schools benefited directly or indirectly from the project donations, and 550 students participated in webinars over 10 weeks designed and delivered by our volunteers, 50% of whom were women participants. So far, there have been over 1,000 learning hours through this program, and moving forward we have committed to deliver 12 weeks of online learning through our Amdocs volunteer instructors who will conduct webinars to upskill/reskill students, teachers and academic faculties to support them in the new normal and improve the digital literacy of the community.



Dox i Corner

In Atlanta, Georgia we partnered with Quest Communities, an NGO that works with underprivileged people and offers temporary housing, on Dox i Corner



project. Amdocs, led by our BPENG (Black Professionals Employee Networking Group in the U.S.) led the initiative to set up working stations, including computers, printers and furniture in 20 temporary homes. The project allowed families to use laptops to find jobs, give children access to their virtual classes during the pandemic, and more.

One beneficiary expressed her immense gratitude for the gift of her first laptop and workstation, saying that a month prior to the receipt of these donations, she had signed up for a tech program in IT and 6 months later, she now has 2 certifications in IT and works from home in her own apartment.

3.3.4. 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, technology programs for girls and scholarships for underprivileged students (Israel, The Philippines, India, US).

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 four 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.

Case Study

Mentorship program

In India, Amdocs and the Lila Poonawalla Foundation initiated a 6-month mentorship and guidance program for 147 meritorious girls from underprivileged backgrounds. The program focused on young engineering students to get guidance on personal and professional development from experienced Amdocs global employees.

Case Study

Jump program in Sderot, Israel

As the largest high-tech company in the city of Sderot, we are an integral part of the ecosystem in the city, working for social, educational and economic change. In 2021 for the fifth year in a row, the Jump program exposed 130 students elementary school students to the world of high-tech where they participated in experiential courses in mathematics and physics. Since beginning this project years ago, we have seen more children choose to pursue mathematics and scientific tracks in middle school and high school, and the number of children that completed the 5-points math matriculation exam has doubled.

"I will describe the Jump program as a door to a new and different world for the children: the high-tech world. In the eyes of the children, we have tried to create a modern world in which they will want to integrate in the future. A world that most likely because of our geographical (periphery) inventions is unfamiliar. A world with lots of computers, new friends and "adults," sometimes funny, who know things that are not taught in school. The children bring to their life an experience that combines knowledge and fun."

Yan Davidovsky

Claro PR Delivery Lead, Digital Delivery



3.3.5. 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 at industry conferences and events.

Examples of our many inclusive-education programs worldwide include: mentorships for math 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 and volunteered with organizations that provide services for people with severe 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, for five years now Amdocs has led 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.

3.3.6. Fostering sustainability and wellbeing

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 and physical activities are making a change for the good.

Supporting our communities' wellbeing during the pandemic continued to be an important focus for Amdocs in 2021. Our response included:

- COVID-19 Awareness Sessions in India to answer common queries and avoid misinformation
- 2 Virtual Blossom Marathon conducted on our Reaction App, in addition to our "Run2FightCovid" and "Run2Educate" with participation from employees across 800 different locations
- 300+ Amdocs volunteers and families engaged in Seed Ball making at home to ensure tree plantation activities continued during virtual times
- Collecting, verifying and creating a database of hospitals, ambulances and plasma donors, and connecting those in need with Amdocs medical insurance team
- All admins worked as a team to locate oxygen tanks, ICU beds in hospitals, Remdesivir injections, blood plasma, oxygen concentrators, testing labs and home sample collection and virtual medical consultation for our employees and their family members in different parts of India
- A vaccination drive for Amdocs employees and their dependents

Additional community impact and diversity-supporting projects include the collection of food and clothing for communities affected by typhoons in Thailand and Indonesia; supporting women's shelters in Israel, the US, Australia and more; raising over 95,000 USD to help underprivileged populations in India.

- Amdocs has an ongoing partnership with Sanctuary Housing, a women's shelter in Sydney. Earlier in the year, we donated furniture and appliances for 6 apartments for women starting out their new lives, and on Christmas, we led a gift-wrapping initiative with our employees whose proceeds went to the shelter. In 2022 we will also conduct a job readiness program with them, including laptop donations and professional trainings
- In 2021, we proudly sponsored a hackathon for tech solutions for the prevention of domestic violence

3.4. 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.


<p>Step 1: Preparation Scheduling and planning customer surveys</p>
<p>Step 2: Collection of Feedback and Analysis Discussions, surveys, analysis and reporting results internally and externally</p>
<p>Step 3: Action Improvement planning and implementation</p>
<p>Step 4: Follow-Up Periodic checkpoints to ensure action continues and measure improvement</p>

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 Dick and Basu's framework. 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 the past year, customers from a range of different positions, organizations, geographies and backgrounds gave us both quantitative and qualitative input about their overall experience. We obtained feedback from hundreds of CxOs of our strategic customers, and this feedback resulted in over 60 account Improvement plans, shared with customers and monitored on a quarterly basis. Our success was acknowledged by CustomerGauge, whose annual State of B2B Account Experience Report named our Voice of the Customer program as one of the best.

"The Amdocs Voice of the Customer is very different from other surveys I have seen. It's not about 'what's my score'. I see it as a valuable opportunity to get deep, rich and actionable customer feedback about every aspect of the relationship. More than that, it's a vehicle to develop business and drive change. My team and I have been able to achieve many things using VoC."

Pablo Cella
Regional VP for COMCAST Group, Media and Mid-Tier Operators



In FY 2021, 1,517 customers provided their feedback, with 72% of them qualifying as "Truly Loyal."

Customer satisfaction	FY 2019	FY 2020	FY 2021
% of Truly Loyal Respondents in the reporting year	67	67	72

4. Amdocs operations are built on a sustainable, responsible and ethical foundation

We seek to support all our efforts and actions by our strong corporate governance structure and ethical practices which hold our company accountable to all stakeholders and ensure integrity at every step of our operations. We will continue to strive to uphold these standards of operational excellence and work to promote the interests of our stakeholders, our communities and our environment.

Throughout our entire value chain, we strive to act ethically, from the environmental practices in our offices and facilities to interactions with contractors throughout our wide supply chain. These systems form the foundation of our business and inform everything we do.

We consistently work to reduce our environmental impact by setting targets validated and approved by the Science Based Targets initiative for our greenhouse gas emissions reduction. We work with our suppliers and partners and encourage them to advance their own environmental practices and we continue to support coordinated global action to combat climate change, including action in line with Paris Climate Accord commitments.



4.1. Environment

4.1.1.

Environmental management

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

Amdocs is accredited to ISO 14001:2015 environmental management system worldwide, under which the company measures and reports key metrics such as GHG emissions, energy and water consumption.

We are constantly and consistently improving our environmental performance at all spheres, that is why we took a step forward and joined the Science Based Targets Initiative setting GHG emissions targets in line with the Paris Climate Agreement and the level

of de-carbonization required to limit global warming to 1.5°C for our scope 1 and 2 emissions:

- Amdocs commits to reduce absolute Scopes 1 and 2 GHG emissions by 21% by 2024 from a 2019 base year
 - In FY2021 our scope 1+2* emissions accounted for a total of 40,731 tCO₂e – an absolute reduction of 28.4% from our 2019 base year
- Amdocs commits to reduce absolute Scope 3 GHG emissions by 13% by 2024 from a 2019 base year (well below 2°C)
 - In FY2021 our scope 3 emissions accounted for a total of 28,414 tCO₂e – an absolute reduction of 72% from our 2019 base year

In 2021 specifically, we focused on improving the engagement of the various internal stakeholders' discussions on environmental sustainability, from senior leadership engagement in issues related to climate change, to accessibility of information for every employee on environmental matters. Our EHS portal allows employees to access information related to GHG measurements, offer suggestions for reducing emissions

and contributing to our environmental sustainability.

Amdocs is continuously striving to reduce our GHG emissions, and we are proud to have already reached our targets in FY21. Nonetheless we are aware that COVID-19 outbreak had a significant impact on our overall emissions, we will keep on measuring our performance to ensure being on track with our goals. We expect some increase in our emissions compared to our pandemic levels, but not going back to our pre- COVID ones, since we are not going back to "business as usual": Amdocs has implemented an even stricter travel policy, hybrid model of work for employees to work from home and from our offices, and established goals to increase the percentage of electric vehicles at our fleet and renewable energy consumption.

Core memberships

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

*In FY2021 Scope 2 was calculated according to the market-based method

4.1.2. 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 strives to increase the share of renewable energy from our overall electricity consumption. In FY21 we improved our data collection and calculations of our electricity consumption and purchased GOs (guarantees of origin), by that we reached 19.4% of our overall electricity consumption

from renewable sources. Furthermore, in FY2021 we managed to report our emissions also using the Market Based methodology approach.

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 with ISO14064-3.

By FY25, we plan for our vehicle fleet to be 80% hybrid/plug-in/electric cars. At the end of FY21, 31% of our vehicle fleet was hybrid/plug-in/electric cars and with further changes in our fleet, in Q2 of 2022, we reached 42% of our fleet being hybrid/plug-in/electric cars.

GHG Emissions (tCO2e)	Scope 1	Scope 2	Scope 3	All Scopes	All scopes per employee	% of relative emissions reduction all scopes/employee
FY2018	1,087	58,270	119,339	178,696	8.01	3.6
FY2019	1,929	54,996	100,004	156,929	7.15	10.7
FY2020	2,026	46,812	50,611	99,450	4.6	35.6
FY2021	2,175	38,555*	28,414	69,145	3.28	28.8

In FY2021 we managed to reduce our overall (or absolute) emissions by 30,305 tCO2e (FY2021 market based emissions) or 30.5% from FY2020.

*In FY2021 Scope 2 was calculated according to the market-based method

4.1.3. 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 10.7% in FY 2021.

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
FY2018	108,607.56	3,848.51	3.5	3.14	1.37	58,780.5	11
FY2019	103,874.18	10,477.81	10.1	2.62	1.18	54,626.04	12
FY2020	94,557.43	9,597.13	10.1	0.54	0.29	56,021.27	10
FY2021	84,480.37	16,388.73	19.4	1.5	0.95	53,385.45	19

Considering that data centers are a major source of emissions for Amdocs, energy efficiency is reflected in the targets and goals of all data-centers' managers and is at the core of our annual incentive programs. We ensure energy efficiency through:

- Monitoring Power Usage Effectiveness (PUE) of our data center, as in the table opposite
- 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 utilization

	FY2019	FY2020	FY2021
Average PUE	1.74	1.63	1.56

*Data only of Israel

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

Efficiency projects on data center refrigeration and energy efficiency are being implemented at our major operation centers and where we have identified potential for extremely hot days based on local predictions that are associated with climate change, such as in our facilities in North America and India.

4.1.4. Offsetting carbon

To advance our carbon reduction program in 2021, Amdocs offset additional 2400 metric tons of CO2e (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 CO2 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 helping encourage other wind power projects

4.1.5. 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

	Unit	FY2018	FY2019	FY2020	FY2021
Total Water used	Million cubic meters	0.158	0.204	0.09	0.045

Waste production

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 2021, we consumed 11.86 tons of paper across our sites with more than 20 employees, compared to 18.85 tons consumed in 2020, achieving a reduction rate of 37%.

The total quantities of waste landfilled in FY2021 were 2,384 tons, representing a reduction of 17% from FY2020.

	Unit	FY2018	FY2019	FY2020	FY2021
Total waste generated (including organic materials and landfilled waste)	Metric tons	4,414	4,789	2,988*	2,568
Total waste recycled (solid waste only)	Metric tons	172	160	133.3*	185

4.1.6. Environmental impact reduction initiatives

Sites across all regions carry 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.

Our operations in Cyprus supported local activities to promote the use of composters among the local community and renovating a local garden at Arakapas village. 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.

Garden committee in Sao Carlos (Brazil) from an empty patch of grass to a 150m2 productive vegetable garden with more than 30 types of vegetables and 16 fruit trees planted and maintained by our employees.

The Amdocs Campus located in Ra’anana is currently undergoing construction in accordance with LEED’s strict green building requirements with the aim of achieving Gold-level certification. Sustainable features included under the project that will contribute to the energy savings described are:

- 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
- Provisions for co-generation and renewable energy production

*There was a recalculation of FY2020 quantities, and the updated data are presented here

Green Teams

The Amdocs Green Teams are part of a global green community that can share ideas, collaborate and increase our impact all over the world. They serve as a space for employees to design and lead innovative environmental activities and as ambassadors who reach out to more employees who are willing to get involved.

Initiatives include:

Urban nature, such as the Sao Carlos Gardening Committee



Beach cleaning in Israel and Cyprus



Promotion of local consumerism



Waste reduction solutions



The Ireland Green Team sends monthly newsletters highlighting environmental events, concerns and ideas to address. Their website includes sections on carbon footprint reduction, sustainable eating, and "Freecycle @ work."

4.2. Sustainable supply chain

At Amdocs, we invest heavily in building long-term relationships with our suppliers, deepening our engagement with them and promoting greater transparency and traceability. In 2021, we launched our vendor portal to support us in these efforts. The platform is a place for collaboration between Amdocs and our vendors where they can see purchases and invoices, check status updates and more. Our digital approach allows us to not only stay connected to our suppliers but implements best environmental practices and paperless processes by avoiding scanning and printing. The vendor portal is a dedicated and centralized platform used across the globe for all issues relating to our supply chain.

4.2.1. Supporting our suppliers in conflict zones

Upon the outbreak of military conflict between Russia and Ukraine in 2022, Amdocs immediately took steps to ensure the wellbeing of our people in the affected areas. A small number of our sub-contractors are based in Ukraine, and we implemented a number of measures to help ensure their wellbeing:

- Providing safe accommodation and shelter to our contractors and their families supporting their wellbeing
- Establishing local connections to relocate whoever was interested and eligible

- Opening our offices and facilities in neighboring countries (Poland and Bulgaria) as shelters to any sub-contractors and their families who fled Ukraine

4.2.2. Supplier 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.

4.2.3. Managing the environmental and social impact of our supply chain

Our in-depth supplier screening process and evaluation tool are designed to assist us to assess certain potential new suppliers based on corruption risks, labor claims and financial stability, and regularly assess our strategic vendors, as applicable.

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

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 aim to purchase only recycled paper.

4.2.4. Assessment and mitigation of ESG risks in the supply chain

Amdocs concluded an analysis of the EHS risks in the supply chain. We mapped the EHS risks and their severity for each category of suppliers, and we are in the process of integrating new guidelines and EHS requirements for all high-risk supplier categories.



4.3. Corporate governance

Our corporate governance systems seek to ensure that Amdocs is managed with the interest of all stakeholders in mind. These systems include checks and balances, which we believe 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 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](#). As it is enclosed within the Corporate Governance Guidelines, Due to the global and versatile nature of the Company's business, the Board believes it is important to consider diversity of race, ethnicity, gender, age, education, cultural background and professional experiences in evaluating board candidates in order to provide practical insights and diverse perspectives.



Name	Age	Position	Independence
Robert A. Minicucci	69	Chairman of the Board, Member of the Audit Committee, Management Resources and Compensation Committee, Nominating and Corporate Governance Committee	Independent Director
Adrian Gardner	59	Director, Chairman of the Audit Committee	Independent Director
James S. Kahan	74	Director, Member of the Nominating and Corporate Governance Committee	Independent Director
Richard T.C. LeFave	69	Director, Member of the Audit Committee, Management Resources and Compensation Committee, Nominating and Corporate Governance Committee	Independent Director
Giora Yaron	73	Director, Chairman of the Technology and Innovation Committee	Independent Director
Rafael de la Vega	70	Director, Chairman of the Management Resources and Compensation Committee	Independent Director
Eli Gelman	63	Director, Chairman of the Nominating and Corporate Governance Committee, Member of the Technology and Innovation Committee	Independent Director
John A. MacDonald	68	Director, Member of the Management Resources and Compensation Committee; Technology and Innovation Committee	Independent Director
Yvette Kanouff	56	Director, Member of the Technology and Innovation Committee	Independent Director
Sarah Ruth Davis	54	Director, Member of the Audit Committee	Independent Director
Shuky Sheffer	60	Director, President and Chief Executive Officer	

Eleven (11) individuals currently serve on the Amdocs Board of Directors, ten of whom were elected at our annual meeting of shareholders on January 29, 2020, and one director, Ms. Sarah Ruth Davis, was elected by the Board of Directors on August 2, 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 1 executive director and 10 independent directors. 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 and, where applicable to a director, SEC 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. Once the waiver is granted, it must be renewed annually for it to stay in effect. In August 2021, Mr. James Kahan and Mr. Giora Yaron were each granted a one-year waiver to continue as directors past the age of 73 years until the annual general meeting in 2023 in light of the circumstances presented to the Board of Directors, including their exceptional industry experience and value to the Board, as well as the current global business and market environment.

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 the 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.

4.3.1. 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.

4.3.2. Risk management

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

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

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 our annual report on Form 20-F that we file with the SEC. 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 covers 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 and presented to the Board of Directors and additional key stakeholders, as well as reported on main global reports, such as our annual report on Form 20-F.

In addition, business continuity risks are identified and managed 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. Major sites are classified by their vulnerability and importance to Amdocs, the number of employees, location, whether they have a data center (DC), services provided/ customers attended, and related revenue
3. The Business Continuity Plan Team lists 20 threats that could have a direct impact on Amdocs' physical assets and business, among them climate-related threats, such as floods, hurricanes and extreme hot and cold weather
4. Together with other Amdocs teams: facilities, HR, security, EHS, IT and information security, the threats considered are analyzed according to the expected 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.

4.4. Ethics

High professional and ethical standards of conduct comprise the moral fabric and strong foundation of our company. The trust and confidence of our employees, customers, shareholders and suppliers are 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 example scenarios with practical questions and answers, which are accompanied by flow charts to assist with the reporting decision-making.

Amdocs builds a culture of ethical behavior by encouraging our people to refer to the Code of Conduct 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. Our policy requires every report submitted to be screened by Amdocs 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 preserved.

4.4.1. Ethical training

All Amdocs employees undergo mandatory business conduct training once a year, an e-learning activity that 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

In 2021, we achieved an employee completion rate of 100% in our business conduct campaign [BCC].

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.

4.4.2. Our corporate policies

Corruption and bribery

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

The company has in place a comprehensive program for recording and monitoring all gifts and entertainment activities. In addition, Amdocs has implemented 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 2021 we once again reported zero confirmed cases of corruption and bribery. In addition, Amdocs was not involved in any ongoing corruption and bribery cases.

	FY2019	FY2020	FY2021
Total number of substantiated corruption and bribery cases	0	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 an 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, nondiscrimination, 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/AmdocsNondiscrimination-Statement.pdf>

4.4.3. 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.

4.4.4. Policy influence

Amdocs prohibits any political contributions activity. In 2021 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.



4.4.5. Data protection and cyber security

We put in place a global program that seeks to ensure and demonstrates our compliance with European General Data Protection Regulations (GDPR) as a golden standard. 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, an ombudsman and 24/7 hotlines seek to ensure effective implementation of the company privacy policy. We also have in place a vendor management process that includes performing a due-diligence process seek 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.

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 personal data protection and being fully transparent with our customers regarding personal data collection use and storing. Furthermore, Amdocs does not divulge a customer's personal data unless the 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 our third-party disclosure policy.

4.4.6. Tax compliance

Amdocs aspires to follow laws and regulations relating to its tax activities, so 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 to applicable tax authorities.

We publicly report revenues for the main geographic regions in which we operate. The following table describes our Earnings before Tax (income statement), reported taxes and cash taxes paid (cash flow statement) over the last two financial years.

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

Financial Reporting	FY2020	FY2021
Earnings before tax (thousands of \$)	583,322	814,306
Reported taxes (thousands of \$)	85,482	125,932
Cash taxes paid (thousands of \$)	45,398	146,442



About this report

This report contains an overview of Amdocs environmental, social and governance (ESG) projects and activities until June 2022 and ESG performance in FY 2021, 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 sixth 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:

Idit Duvdevany Aronsohn

Head of Corporate Responsibility & Inclusion & Wellbeing

Idit.Duvdevany@amdocs.com

George Savva

ESG Practice Lead

George.Savva@amdocs.com

Ivri Verbin

Sustainability Partner

Fahn Kanne & Co. Grant Thornton Group

Ivri.Verbin@goodvision.co.il

Tamar Meltzer

International ESG Client Manager

Fahn Kanne & Co. Grant Thornton Group

Tamar.Meltzer@goodvision.co.il



Environment

	Indicator	Units	FY2018	FY2019	FY2020	FY2021
Emissions	Scope 1	tCO ₂ e	1,087	1,929	2,026	2,175
	Scope 2 – location based	tCO ₂ e	58,270	54,996	46,822	39,442
	Scope 2 – market based	tCO ₂ e				38,555
	Scope 3	tCO ₂ e	119,339	100,004	50,611	28,414
	All scopes per employee – location based	tCO ₂ e per employee	8.01	7.15	4.6	3.32
	All scopes per employee – market based	tCO ₂ e/employee				3.28
	% of relative emissions reduction (per employee)	%	3.77	10.7	35.6	28.6
	All scopes – location based	tCO ₂ e	178,696	156,929	99,450	70,031
	All scopes – market based	tCO ₂ e				69,145
	Offsets	tCO ₂ e	3,000	1,819	3,337	2,400

	Indicator	Units	FY2018	FY2019	FY2020	FY2021
Energy	Total electricity consumption	MWh	108,607.56	103,874.18	94,557.43	84,480.37
	Fuel consumption (gasoline for cars)*	Million liters	3.14	2.62	0.54	1.5
	Fuel consumption (diesel for cars)*	Million liters	1.37	1.18	0.29	0.958
	Data center energy usage	MWh	58,780.5	54,626.04	56,021.27	53,385.46
	Total renewable energy	MWh	3,848.51	10,477.81	9,597.13	16,388.73
	Percentage of total renewable energy	%	3.50	10.10	10.1	19.40
	Percentage of renewable energy on DCs	%	11	12	10	19
	Average PUE	PUE	1.76	1.74	1.63	1.56
	% of absolute reduction in electricity consumption	%	6.3	4.4	9.0	11
Water	Total water consumption	Million cubic meters	0.158	0.204	0.09	0.045
Waste	Total waste generated (including organic materials and landfilled waste)	Metric tons	4,414	4,789	2,988**	2,568.58
	Total waste landfilled	Metric tons	4,242	4,629	2,855	2,384
	Total waste recycled (solid waste only)	Metric tons	172	160	133.3**	185.03
	Paper consumption in sites with more than 20 employees	Metric tons	38,562.73	29,742.50	18,852.5	11,856.3
	% of reduction in paper consumption	%		21.6	36.6	37

*Data only for Israel

**There was a recalculation of FY2020 quantities, and the updated data are presented here

Social

	Indicator	Units	FY2018	FY2019	FY2020	FY2021
Workforce	Total number of employees	People		24,516	25,875	28,552
	Senior Management*	People		208	209	212
	Managers	People		3,000	3,000	3,151
	Employees (permanent and temporary)	People		22,000	23,200	22,027
	Interns (*unpaid)	People			22	
	Graduates	People			2,400	3,162
	Number of full-time employees	People		24,516	25,875	28,552
	Number of external employees absorbed as employees of the company	People		401	28	411
Employee engagement and development	% of employees working for at least 3 years	%		60.5	58	49.6
	Average tenure at Amdocs	Years		6.3	6.17	5.75
	Amount spent per full-time employee on training and development	USD	443	457	388	359
	% of positions filled internally	%	25		39.4	40.1
	% of full-time employees received multi-source appraisals	%	95		97	
	% of employees who chose to take part in personalized voluntary upskilling programs	%			17	13
	Employees who participated in courses advancing their business skills	# employees				3,513
	Learned (employees who learned more than one future skill)	# employees				1,205
	% of employees who chose to participate in learning and development programs	%			82	88

	Indicator	Units	FY2018	FY2019	FY2020	FY2021
Employee engagement and development	Feedback questionnaires distributed as part of 360-degree review process	# questionnaires				over 7,000
	% of feedback questionnaires completed as part of 360-degree review process	%				over 75
	% of leaders who participated in development discussions and had plans created for them as part of 360-degree review process	%				over 90
	Participation in 360-degree review	% of leadership cohort who participated				95
	Number of employees who took part in Aspire activities	# employees				over 10,000
	Number of employees who completed the self-assessment as part of Aspire	# employees				over 1,500
	Number of employees who participated in Aspire workshop or unique learning offerings	# employees				over 1,500
	% of employee engagement survey respondents who said they have clarity around their tasks and priorities	%				85
	% of employee engagement survey respondents who indicated that their manager cares about their wellbeing	%				85
	% of employee engagement survey respondents who feel that employee health and wellbeing is a priority for leadership	%				81
	Organizational Health Index*	%			79	
Diversity	% of female share of total workforce	%	30.1	30.7	30.8	32
	Females in all management positions, including: junior, middle and senior management	% of total management workforce	24.2	24	23	25
	Females in junior management positions. i.e. first level of management	% of total top management positions	26.3	26.1	26.4	26

*Update addition 30th June 2022

	Indicator	Units	FY2018	FY2019	FY2020	FY2021
Diversity	Females in top management positions, i.e. maximum two levels away from the CEO or comparable positions	% of total top management positions	24.9	27.1	27	27
	% of women among the new hires in software engineering	%		29	25.8	27
	% of women in software testing company-wide	%		37	40	47
	% of women among the new hires in software testing	%		42	41.7	47
	% of women product managers and owners	%				33
	% tech roles held by women	%				29
	% women in tech graduate population	%				38
	Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.)*	%			22	23
	Share of women in STEM-related positions (as % of total STEM positions)*	%			27.4	28.3
	% of Arabs working at Amdocs Israel	% out of employees in Israel		5	5	More than 10%
	% of new hires in Israel from Arab society	%			11	11
	Baby boomers generation in Amdocs global workforce*	% of total workforce			4.1	4
	Generation X in Amdocs global workforce*	% of total workforce			28.3	26
	Generation Y in Amdocs global workforce*	% of total workforce			54.3	50
Generation Z in Amdocs global workforce*	% of total workforce			13.3	20	
Community	Total monetary value of our corporate citizenship and philanthropic contributions	USD	670,826	652,128	804,945	769,145
	Equipment donated*	Computers, Equipment, Furniture*	1,350		2,000+	2,000*
	Volunteering hours by Amdocs Employees*	Hours	35,000	40,000	5,000	5,000

*Update addition 30th June 2022

Governance

	Indicator	Units	FY2018	FY2019	FY2020	FY2021
Corporate governance	Number of executive directors			2	2	1
	Number of independent directors			9*	7	10
	Target share of independent directors on the board			9 out of 11	7 out of 9	10 out of 11
	Amdocs board meeting attendance per fiscal year	%	75 % at least	75 % at least	75 % at least	75 % at least
Ethics	% of employees that complete the ethical training	%	100	100	100	100%
	Number of confirmed cases of corruption and bribery		0	0	0	0
	Number of cases of involvement in any ongoing corruption and bribery		0	0	0	0
Tax	Earnings before tax	(thousands of \$)	421,541	567,887	583,322	814,306
	Reported taxes	(thousands of \$)	67,145	88,441	85,482	125,932
	Cash taxes paid	(thousands of \$)	55,935	75,790	45,398	146,442
Customer satisfaction	Number of customers that Amdocs surveyed along the year		60	60	59	72
	Number of respondents for Amdocs surveys		1,200		1,669	1,517
	% of surveyed costumers that were surveyd face-to-face or through phone	%	55	55	57	61
	% of Truly Loyal Respondents in the reporting year	%	60	67	67	72

SASB – Software & IT Services

Material Sustainability Topics & Accounting Metrics

Topic	Accounting Metric	Category	Unit of Measure	Code	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
Environmental Footprint of Hardware Infrastructure	Total energy consumed, percentage grid electricity, percentage renewable energy	Quantitative	Gigajoules, Percentage (%)	TC0102-01	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	partially disclosed
	Total water withdrawn, percentage recycled, percentage in regions with High or Extremely High Baseline Water Stress	Quantitative	Cubic meters (m3), Percentage (%)	TC0102-02	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	partially disclosed
	Description of the integration of environmental considerations to strategic planning for data center needs	Discussion and Analysis	n/a	TC0102-03	Amdocs is built on a sustainable, responsible, ethical foundation: Environment; We progress society through our creativity and technology, creating amazing experiences: Product sustainability	disclosed

Topic	Accounting Metric	Category	Unit of Measure	Code	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
Data Privacy & Freedom of Expression	Discussion of policies and practices relating to collection, usage, and retention of customers' information and personally identifiable information	Discussion and Analysis	n/a	TC0102-04	Amdocs is built on a sustainable, responsible, ethical foundation: Ethics	disclosed
	Percentage of users whose customer information is collected for secondary purpose, percentage who have opted-in	Quantitative	Percentage (%)	TC0102-05		not disclosed
	Amount of legal and regulatory fines and settlements associated with customer privacy	Quantitative	U.S. dollars (\$)	TC0102-06		not disclosed
	Number of government or law enforcement requests for customer information, percentage resulting in disclosure	Quantitative	Number, Percentage (%)	TC0102-07		not disclosed
	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	Discussion and Analysis	n/a	TC0102-08		not relevant to Amdocs

Topic	Accounting Metric	Category	Unit of Measure	Code	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
Data Security	Number of data security breaches and percentage involving customers' personally identifiable information	Quantitative	Number, Percentage (%)	TC0102-09		not disclosed
	Discussion of management approach to identifying and addressing data security risks	Discussion and Analysis	n/a	TC0102-10	Amdocs is built on a sustainable, responsible, ethical foundation: Ethics	disclosed
Recruiting & Managing a Global, Diverse Skilled Workforce	Percentage of employees that are (1) foreign nationals and (2) located offshore	Quantitative	Percentage (%)	TC0102-11		not relevant to Amdocs
	Employee engagement as a percentage	Quantitative	Percentage (%)	TC0102-12	Enriching the lives of our employees by providing the best people-centric work environment: Employee engagement and development	disclosed
	Percentage of gender and racial/ethnic group representation for: (1) executives and (2) all others	Quantitative	Percentage (%)	TC0102-13	Enriching the lives of our employees by providing the best people-centric work environment: Diversity and inclusion	disclosed for Arab community in Israel

Topic	Accounting Metric	Category	Unit of Measure	Code	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
Managing Systemic Risks from Technology Disruptions	Number of (1) performance issues and (2) service disruptions; total customer downtime	Quantitative	Number, Days T	TC0102-14		not disclosed
	Discussion of business continuity risks related to disruptions of operations	Discussion and Analysis	n/a	TC0102-15	Amdocs is built on a sustainable, responsible, ethical foundation: Corporate governance	disclosed
Intellectual Property Protection & Competitive Behavior	Number of patent litigation cases, number successful, and number as patent holder	Quantitative	Number	TC0102-16		not disclosed
	Amount of legal and regulatory fines and settlements associated with anti-competitive practices	Quantitative	U.S. dollars (\$)	TC0102-17		not disclosed

GRI:SRS Index

General Topics

		Disclosure Number	Disclosure Title	Reference	Disclosed / Not disclosed
102	Organization profile	102-1	Name of the organization	Amdocs at a glance	disclosed
		102-2	Activities, brands, products, and services	Amdocs at a glance & We progress society through our creativity and technology, creating amazing experiences	disclosed
		102-3	Location of headquarters	Israel	disclosed
		102-4	Location of operations	Amdocs at a glance	disclosed
		102-5	Ownership and legal form	Amdocs at a glance & Amdocs is built on a sustainable, responsible, ethical foundation: Corporate governance	disclosed
		102-6	Markets served	Amdocs at a glance	disclosed
		102-7	Scale of the organization	Amdocs at a glance	disclosed
		102-8	Information on employees and other workers	Enriching the lives of our employees by providing the best people-centric work environment & ESG Annex	disclosed
		102-9	Supply chain	Amdocs is built on a sustainable, responsible, ethical foundation: Sustainable supply chain	not disclosed
		102-10	Significant changes to the organization and its supply chain	Amdocs is built on a sustainable, responsible, ethical foundation: Sustainable supply chain	disclosed

		Disclosure Number	Disclosure Title	Reference	Disclosed / Not disclosed
102	Organization profile	102-11	Precautionary Principle or approach	Amdocs is built on a sustainable, responsible, ethical foundation: Corporate governance	disclosed
		102-12	External initiatives	Amdocs at a glance; Enriching the lives of our employees by providing the best people-centric work environment: Diversity and inclusion, Employee wellbeing; We progress society through our creativity and technology, creating amazing experiences; Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed
		102-13	Membership of associations	Amdocs at a glance; Enriching the lives of our employees by providing the best people-centric work environment: Diversity and inclusion, Employee wellbeing; We progress society through our creativity and technology, creating amazing experiences; Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed
	Strategy	102-14	Statement from senior decision-maker	A message from our CEO	disclosed
	Ethics and integrity	102-16	Values, principles, standards, and norms of behavior	Amdocs at a glance; Amdocs is built on a sustainable, responsible, ethical foundation; Enriching the lives of our employees by providing the best people-centric work environment; Amdocs is built on a sustainable, responsible, ethical foundation	disclosed
	Governance	102-18	Governance structure	Amdocs at a glance	disclosed

		Disclosure Number	Disclosure Title	Reference	Disclosed / Not disclosed
102	Stakeholder engagement	102-40	List of stakeholder groups	Amdocs at a glance	disclosed
		102-41	Collective bargaining agreements	Amdocs is built on a sustainable, responsible, ethical foundation: Ethics	disclosed
		102-42	Identifying and selecting stakeholders	Amdocs at a glance	disclosed
		102-43	Approach to stakeholder engagement	Amdocs at a glance	disclosed
	Reporting practice	102-45	Entities included in the consolidated financial statements	20-F	disclosed
		102-46	Defining report content and topic Boundaries	About this report	disclosed
		102-47	List of material topics	Amdocs at a glance	disclosed
		102-48	Restatements of information	No restatement of this information	disclosed
		102-49	Changes in reporting	About this report	disclosed
		102-50	Reporting period	About this report	disclosed
		102-51	Date of most recent report	About this report	disclosed
		102-52	Reporting cycle	About this report	disclosed
		102-53	Contact point for questions regarding the report	About this report	disclosed
		102-54	Claims of reporting in accordance with the GRI Standards	About this report	disclosed
		102-55	GRI content index	GRI Annex	disclosed
		102-56	External assurance	no assurance	disclosed

GRI:SRS Index

Specific Topics

Chapter	GRI Standard Title	Disclosure Number	Disclosure Title	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
102	Management Approach (required for each material aspect)	103-1	Explanation of the material topic and its Boundary	Amdocs at a glance; Amdocs is built on a sustainable, responsible, ethical foundation; Enriching the lives of our employees by providing the best people-centric work environment; Amdocs is built on a sustainable, responsible, ethical foundation	disclosed
		103-2	The management approach and its components		disclosed
		103-3	Evaluation of the management approach		disclosed
203	Indirect Economic Impacts	203-1	Infrastructure investments and services supported	Amdocs at a glance; Amdocs is built on a sustainable, responsible, ethical foundation; Enriching the lives of our employees by providing the best people-centric work environment; Amdocs is built on a sustainable, responsible, ethical foundation	disclosed
		203-2	Significant indirect economic impacts	Amdocs at a glance	disclosed
205	Anti-corruption	205-1	Operations assessed for risks related to corruption	Amdocs is built on a sustainable, responsible, ethical foundation: Ethics	disclosed
		205-2	Communication and training about anti-corruption policies and procedures	Amdocs is built on a sustainable, responsible, ethical foundation: Ethics	disclosed
		205-3	Confirmed incidents of corruption and actions taken	Amdocs is built on a sustainable, responsible, ethical foundation: Ethics	disclosed

Environmental (300)

Chapter	GRI Standard Title	Disclosure Number	Disclosure Title	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
206	Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		not disclosed, and relevant
301	Materials	301-1	Materials used by weight or volume	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	not disclosed
		301-2	Recycled input materials used	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	not disclosed
		301-3	Reclaimed products and their packaging materials		not disclosed
302	Energy	302-1	Energy consumption within the organization	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed
		302-2	Energy consumption outside of the organization		not disclosed
		302-3	Energy intensity		not disclosed
		302-4	Reduction of energy consumption	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed
		302-5	Reductions in energy requirements of products and services	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed
303	Water	303-1	Water withdrawal by source	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed
		303-2	Water sources significantly affected by withdrawal of water	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	not disclosed
		303-3	Water recycled and reused		not disclosed

Environmental (300)

Chapter	GRI Standard Title	Disclosure Number	Disclosure Title	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
304	Biodiversity	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		not disclosed
		304-2	Significant impacts of activities, products, and services on biodiversity		not disclosed
		304-3	Habitats protected or restored		not disclosed
		304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		not disclosed

Environmental (300)

Chapter	GRI Standard Title	Disclosure Number	Disclosure Title	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
305	Emissions	305-1	Direct (Scope 1) GHG emissions	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed
		305-2	Energy indirect (Scope 2) GHG emissions	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed
		305-3	Other indirect (Scope 3) GHG emissions	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed
		305-4	GHG emissions intensity	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	not disclosed
		305-5	Reduction of GHG emissions	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed
		305-6	Emissions of ozone-depleting substances (ODS)		not disclosed
		305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions		not disclosed
306	Effluents and Waste	306-1	Water discharge by quality and destination		not disclosed
		306-2	Waste by type and disposal method	Amdocs is built on a sustainable, responsible, ethical foundation: Environment	disclosed partially
		306-3	Significant spills		not disclosed
		306-4	Transport of hazardous waste		not disclosed
		306-5	Water bodies affected by water discharges and/or runoff		not disclosed

	Chapter	GRI Standard Title	Disclosure Number	Disclosure Title	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
Environmental (300)	307	Environmental Compliance	307-1	Non-compliance with environmental laws and regulations		not disclosed, and relevant
	308	Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	Amdocs is built on a sustainable, responsible, ethical foundation: Sustainable supply chain	disclosed
			308-2	Negative environmental impacts in the supply chain and actions taken		not disclosed, and relevant
Social (400)	401	Employment	401-1	New employee hires and employee turnover		not disclosed, and relevant
			401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		not disclosed, and relevant
			401-3	Parental leave	Enriching the lives of our employees by providing the best people-centric work environment: Employee wellbeing	disclosed
	402	Labor/Management Relations	402-1	Minimum notice periods regarding operational changes		not disclosed, and relevant

Social (400)

Chapter	GRI Standard Title	Disclosure Number	Disclosure Title	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
403	Occupational Health and Safety	403-1	Workers representation in formal joint management-worker health and safety committees		not disclosed
		403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Enriching the lives of our employees by providing the best people-centric work environment: Health and safety	disclosed
		403-3	Workers with high incidence or high risk of diseases related to their occupation		not disclosed
		403-4	Health and safety topics covered in formal agreements with trade unions		not disclosed
404	Training and Education	404-1	Average hours of training per year per employee	Enriching the lives of our employees by providing the best people-centric work environment: Opportunities to learn and develop	disclosed
		404-2	Programs for upgrading employee skills and transition assistance programs	Enriching the lives of our employees by providing the best people-centric work environment: Opportunities to learn and develop	disclosed
		404-3	Percentage of employees receiving regular performance and career development reviews	Enriching the lives of our employees by providing the best people-centric work environment: Opportunities to learn and develop	disclosed

Social (400)

Chapter	GRI Standard Title	Disclosure Number	Disclosure Title	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
405	Diversity and Equal Opportunity	405-1	Diversity of governance bodies and employees	Enriching the lives of our employees by providing the best people-centric work environment: Diversity and inclusion	disclosed
		405-2	Ratio of basic salary and remuneration of women to men	Enriching the lives of our employees by providing the best people-centric work environment: Diversity and inclusion	disclosed
406	Non-discrimination	406-1	Incidents of discrimination and corrective actions taken		not disclosed, and relevant
407	Freedom of Association and Collective Bargaining	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		not disclosed
408	Child Labor	408-1	Operations and suppliers at significant risk for incidents of child labor		not disclosed
409	Forced or Compulsory Labor	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor		not disclosed
410	Security Practices	410-1	Security personnel trained in human rights policies or procedures		not disclosed
411	Rights of Indigenous Peoples	411-1	Incidents of violations involving rights of indigenous peoples		not disclosed

Social (400)

Chapter	GRI Standard Title	Disclosure Number	Disclosure Title	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
412	Human Rights Assessment	412-1	Operations that have been subject to human rights reviews or impact assessments		not disclosed
		412-2	Employee training on human rights policies or procedures	Enriching the lives of our employees by providing the best people-centric work environment: Diversity and inclusion; Amdocs is built on a sustainable, responsible, ethical foundation: Ethics	disclosed
		412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening		not disclosed
413	Local Communities	413-1	Operations with local community engagement, impact assessments, and development programs	We progress society through our creativity and technology, creating amazing experiences	disclosed
		413-2	Operations with significant actual and potential negative impacts on local communities		not disclosed
414	Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	Amdocs is built on a sustainable, responsible, ethical foundation: Sustainable supply chain	disclosed
		414-2	Negative social impacts in the supply chain and actions taken		not disclosed, and relevant

Social (400)

Chapter	GRI Standard Title	Disclosure Number	Disclosure Title	Reference	Disclosed / partially disclosed / not disclosed / not disclosed and relevant
415	Public Policy	415-1	Political contributions	Amdocs is built on a sustainable, responsible, ethical foundation: Ethics	disclosed
416	Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories		not disclosed
		416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		not disclosed
417	Marketing and Labeling	417-1	Requirements for product and service information and labeling		not disclosed
		417-2	Incidents of non-compliance concerning product and service information and labeling		not disclosed
		417-3	Incidents of non-compliance concerning marketing communications		not disclosed
418	Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		not disclosed
419	Socioeconomic Compliance	419-1	Non-compliance with laws and regulations in the social and economic area		not disclosed

Amdocs helps those who build the future to make it amazing. With our market-leading portfolio of software products and services, we unlock our customers' innovative potential, empowering them to provide next-generation communication and media experiences for both the individual end user and large enterprise customers. Our 30,000 employees around the globe are here to accelerate service providers' migration to the cloud, enable them to differentiate in the 5G era, and digitalize and automate their operations.

Listed on the NASDAQ Global Select Market, Amdocs had revenue of \$4.3 billion in fiscal 2021.

For more information, visit Amdocs at www.amdocs.com