



OPERATIONAL ESG AT SPHERA

OUR 2022 SUSTAINABILITY REPORT



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Message from the CEO

To survive—and thrive—in our current business environment, organizations must be action-oriented and innovative. These qualities represent two of our key values, and in addition to living these values, we enable our customers and partners to operate in a similarly nimble and innovative manner. With a steady eye trained on the regulatory landscape, market trends and developments and global events of 2022, we continued to deliver industry-leading software, content and consulting services to help businesses reach their environmental, social and governance (ESG) goals.

Government bodies are looking for immediate, effective solutions. And regulators are rolling out ambitious disclosure requirements in response to investor demand for more transparent reporting of corporate climate and environmental performance.

While businesses look for ways to accelerate their sustainability initiatives, they are also continually looking for ways to elevate their productivity and enhance the safety of their employees and surrounding communities. They need to measure and report their impact, efforts and progress, and, as always, Sphera is ready to help.

In 2022, we continued to support organizations with a comprehensive offering that extends across our Environment, Health, Safety and Sustainability (EHS&S), Operational Risk Management (ORM) and Product Stewardship lines. And we made some substantial additions to this offering.

We launched our next-generation LCA Automation software solution. It integrates seamlessly with customers' existing systems for rapid deployment,



allowing customers to quickly receive holistic, real-time analysis and insights into the environmental footprint of their product portfolios. The solution is an extension of Sphera's Product Sustainability capabilities, which include life cycle assessment (LCA) software and content.

We also added a robust supply chain risk management (SCRM) solution through our acquisition of riskmethods, headquartered in Munich, Germany. The solution helps our customers manage and mitigate supply chain risks and address the kinds of vulnerabilities that have been highlighted by the COVID-19 pandemic and the conflict in Ukraine. It also enables us to strengthen our support for the growing number of companies with Scope 3 reporting obligations.

In 2022, we submitted our commitments to the Science Based Targets initiative (SBTi) and conducted a multi-stakeholder materiality assessment to identify the ESG topics we will use to assess our performance. This report offers a look at the KPIs and action plans that we developed to advance our performance in those areas.

As our journey toward a safer, more sustainable and productive world continues, I'd like to thank our customers, partners and all Spherions around the world for their support. Collaboration and innovation are important components of this journey, and we value the contributions that everyone made in what was a very eventful and productive year.

A handwritten signature in black ink that reads "Paul".

Paul Marushka
Founding CEO & President



2022 SPHERA REPORT HIGHLIGHTS

Environmental

Sphera achieved a **19%** reduction in GHG emissions, which was measured using 2019 as our baseline year.

In 2022, **22%** of our electricity consumption came from renewable resources, and we are working hard to increase this figure.

We achieved **100%** of our Blackstone Emissions Reduction target.

To learn more about our environmental progress, please see our **Environment** section.

Social

More than **9** hours of required training logged per FTE.

Our colleague engagement survey achieved an **86%** response rate.

20 awards given to our colleagues for demonstrating our core values.

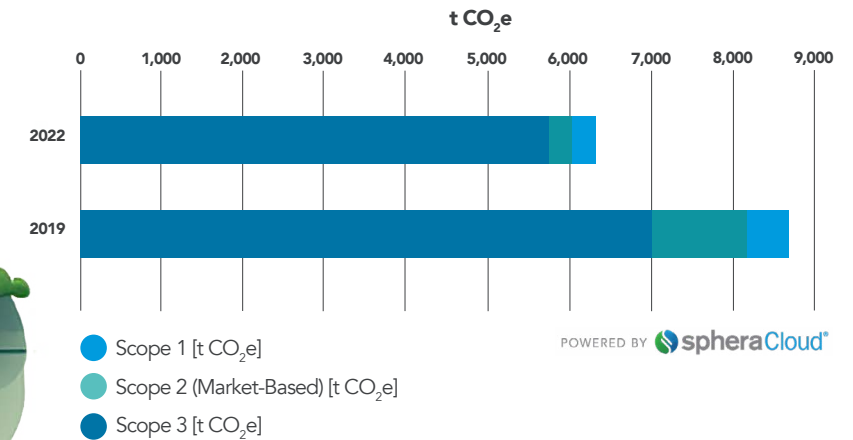
Employee gender breakdown by full-time equivalent (FTE): Female – **40%** / Male – **60%**.

Colleagues walked or ran **24,943,570** steps to support their wellness and the charity of their choice.

Low colleague attrition rate of **15.2%**.

To learn more, please see our **Social** section.

Emissions Decrease from Baseline Year



Governance

We hosted a virtual ESG summit in 2022, with **1,400+** attendees from around the world.

Received **9** awards for our services and products.

Hosted **30** webinars and attended **51** tradeshows.

103% retention of our tier 1 customers.

Annual required training on our code of conduct and information security.

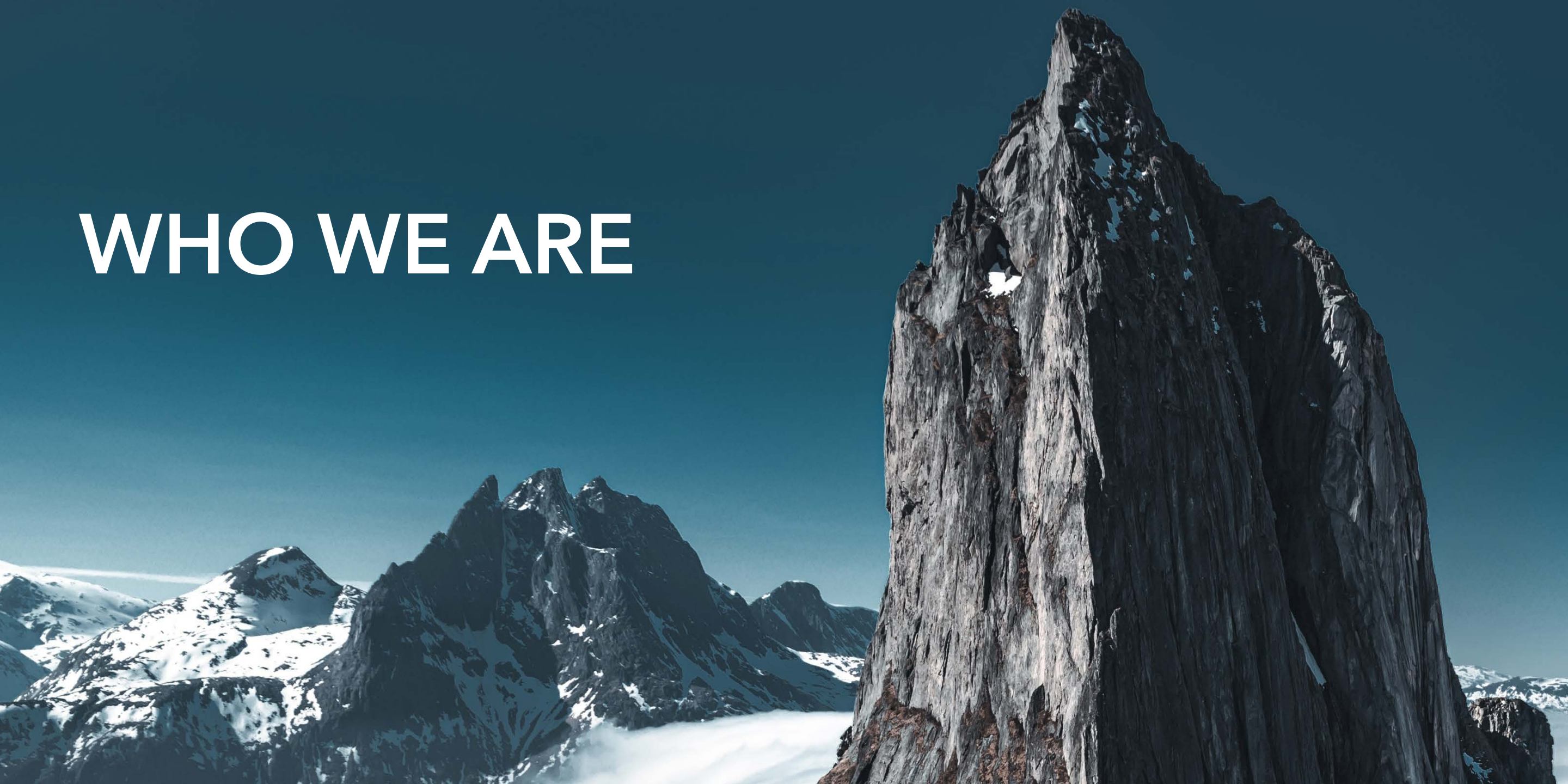
SOC2 Type 2 attestation achieved.

Expanded subject matter expertise at board level.

Women within the executive leadership team (ELT) level represent **33%**, an increase of **8%** since last year.

To learn more, please see our **Governance** section.

WHO WE ARE



Sphera Solutions, Inc. (“Sphera”) (a private company) is a dynamic organization that provides market-leading software, content and consulting services to help businesses address the ESG challenges they face today. With offerings in the areas of Environment, Health, Safety and Sustainability (EHS&S), Operational Risk Management (ORM), Supply Chain Risk Management (SCRM) and Product Stewardship, Sphera is deeply engaged in fulfilling its mission of creating a safer, more sustainable and productive world. Sphera was acquired by Blackstone, the world’s largest alternative asset investment group, in 2021.

While the origins of our company and platform date back to the 1970s, Sphera was officially formed in 2016 to help organizations enhance their performance and mitigate risk using an environmental, social and governance (ESG) framework. Through our solutions, content and services, Sphera’s experts partner with organizations around the world to help them gain clarity around ESG and take strategic, evidence-based action toward a more sustainable future.

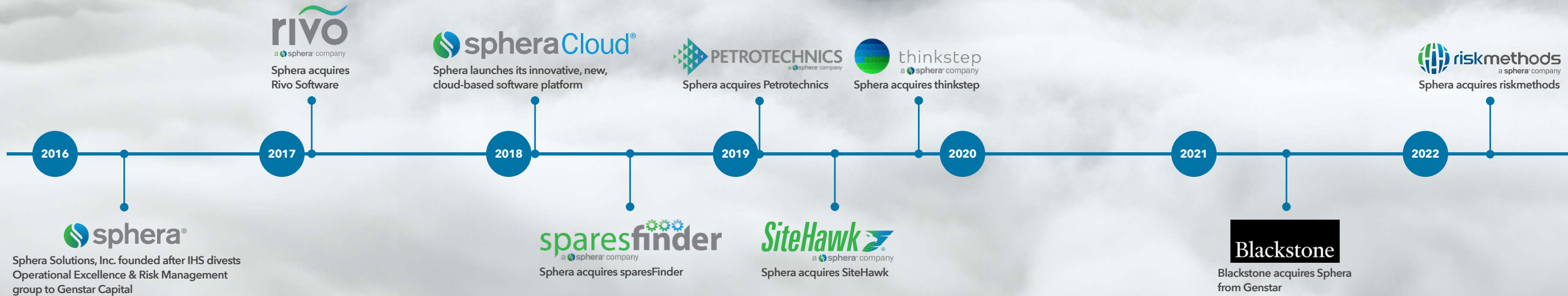


Figure 1: Timeline of Sphera (2016 - 2022)

As of December 31, 2022, Sphera had entities in 17 countries and had served more than 6,700 customers in over 91 countries.

- 👥
1,177 Colleagues¹
- 🌍
17 Countries of Operations²
- 📍
24 Offices³
- 👏
6,700+ Customers Served

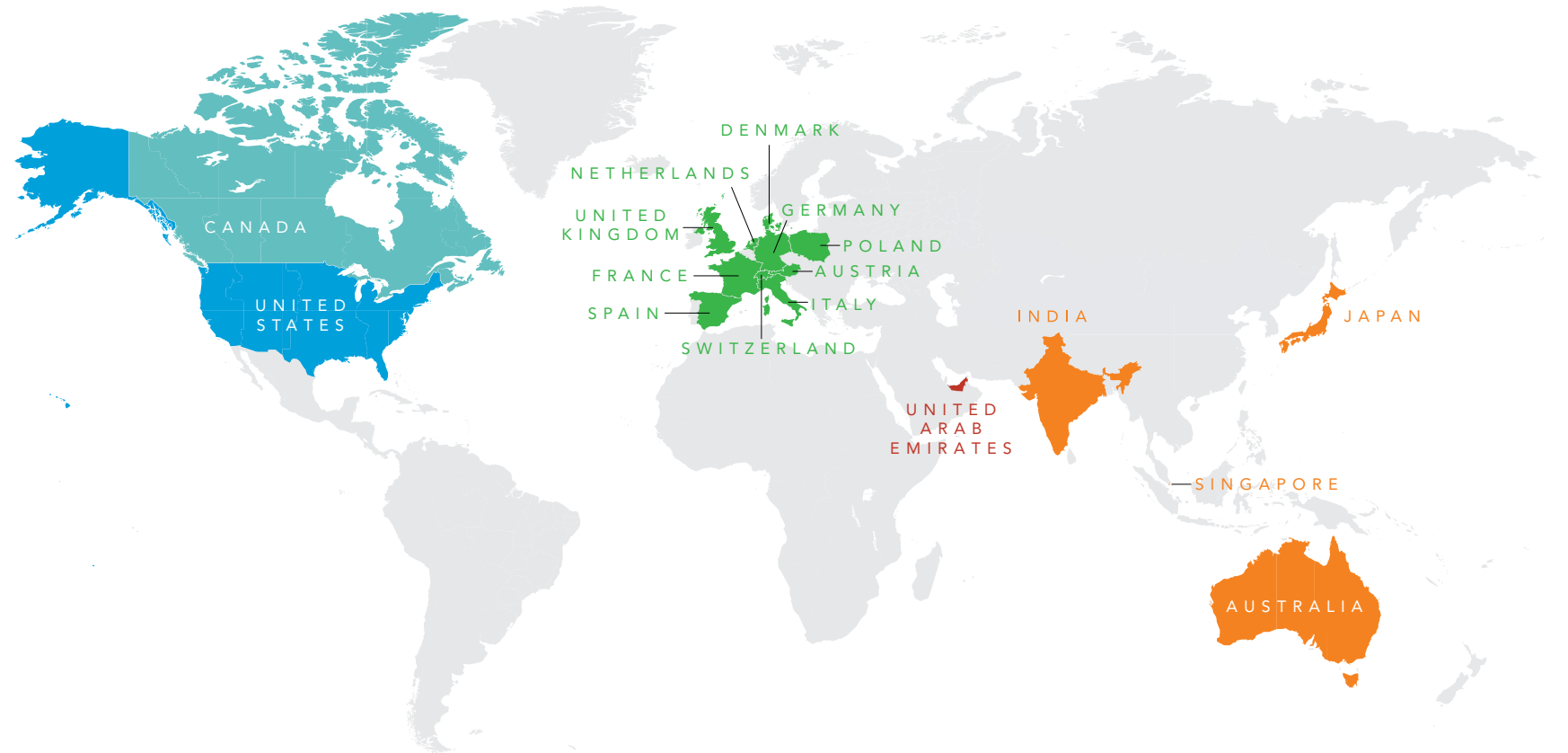


Figure 2: Key Locations of Sphera's Operations

¹ Average number of colleagues, by FTE 2022

² Countries of Sphera's Entities

³ Identifies office locations only and does not include countries where we had remote workers in 2022. Sphera's headquarters are located at 130 East Randolph Street, Suite 2900, Chicago, IL 60601, USA. During 2022 Sphera had offices in Canada, Germany, India, Italy, Japan, Netherlands, Poland, Switzerland, United Arab Emirates, United Kingdom and United States. Offices include coworking spaces.

An aerial photograph showing a dark asphalt road that curves through a lush, green forest. To the left of the road is a dark, calm body of water. The forest is dense with various types of trees, and the overall scene is captured from a high angle, looking down. The lighting is bright, suggesting a clear day.

OUR ESG APPROACH AND THE SCOPE OF THIS REPORT



In 2020, Sphera launched its sustainability program with the goal of measuring, understanding and addressing its ESG impact. Under the guidance of Sphera Chief Services Officer Mark Stach, Sphera's sustainability program team manages the program, continually looking for ways to enhance Sphera's role as a sustainability leader.

The contents of this ESG report reflect the steps we have taken to operationalize ESG and to support organizations worldwide that seek to do the same. This annual report is designed to provide a transparent account of our ESG performance—a commitment that is central to who we are and how we work with and advise others. The report covers the period between January 1, 2022, and December 31, 2022, for Sphera and its subsidiaries around the world.

Our reporting year aligns with our financial reporting year, and Sphera publishes its ESG report annually.

Our dedicated sustainability program team meets cross-functionally on a regular basis to share ideas, track progress and take action on relevant ESG topics. This team is also responsible for ensuring that we are aligned with the 10 Principles of the U.N. Global Compact and focused on fulfilling our commitments under the Science Based Targets initiative (SBTi), as well as our responsibilities under the Blackstone Emissions Reduction Program. To ensure we're achieving these goals, we harness the power of our cutting-edge SpheraCloud® Corporate Sustainability software. With this innovative technology and the expertise of our team, we continue to make meaningful strides with our stakeholders toward a more sustainable future.



"We continue to uphold our mission of delivering a safer, more sustainable and productive world by providing timely, innovative solutions that solve real challenges and by living our values, which help to make these solutions possible."

Mark Stach
Chief Services Officer

Disclaimer: While Sphera has taken steps to ensure the information provided in this report is correct at the date of publication, it cannot guarantee the information remains correct after publication. The information in this report is provided for informational purposes only. If you have any questions on this report, please email esg@sphera.com.



OUR OFFERING

With decades of collective experience and accumulated knowledge, as well as a range of advanced software solutions and proprietary content, Sphera is uniquely positioned to advise and support our partners and customers. In 2022, we continued to help them identify and manage risk and enhance their performance through our EHS&S, ORM, SCRM and Product Stewardship lines. The strength of our offering also allowed us to attract new customers and partners in 2022.

Sphera's products and services are increasingly valued for the tools, content and support they provide in our rapidly evolving regulatory landscape. New and existing regulations and stakeholder demands for information are prompting a growing number of organizations to capture, track and report their ESG metrics and improve their overall ESG performance and impact. We are proud to support our customers in their ongoing reporting efforts.

At Sphera, we have built a unique service model to meet the complex challenges of our customers. Through our comprehensive offering, we help them optimize sustainability, safety and productivity for stronger ESG performance.



Software

SpheraCloud®, our fit-for-purpose SaaS platform, comprises all parts of our business—including EHS&S, ORM, SCRM and Product Stewardship—to provide the tools and the visibility that facilitate improved performance.

Our fully integrated software platform gives users with the tools they need for data-driven, holistic decision-making. The scalable platform and personalized configuration support compliance, reporting and performance improvement by bringing together disparate data from systems, sensors and human-derived activities to provide a real-time view of ESG performance. The platform gathers information from product and operational levels within the organization and consolidates it for transparent, powerful, enterprise-level ESG reporting, paving the way for action.

Consulting

Our consulting services team offers our customers access to industry-leading experts from all sectors, including Oil & Gas, Manufacturing, Retail, Consumer Goods and Financial Services, supporting our customers as they address their unique challenges. Through supporting clients with activities like materiality assessments and life cycle assessments (LCAs) our team's deep subject matter and sector expertise allow them to guide our customers and tailor their ESG objectives, build robust strategies (including decarbonization) and monitor their goals with conviction.

Data

Our data is robust, science-based and continually updated. Developed over the last 30 years, our Managed Life Cycle Database (formerly GaBi) offers a reliable basis for strategic decision-making. It's built on primary industry data, providing one of the most comprehensive life cycle assessment data repositories used worldwide.

Sphera's unique combination of integrated software, deep knowledge and industry-leading content enables us to provide unparalleled support to our customers around the globe as they take the next step on their ESG journey.

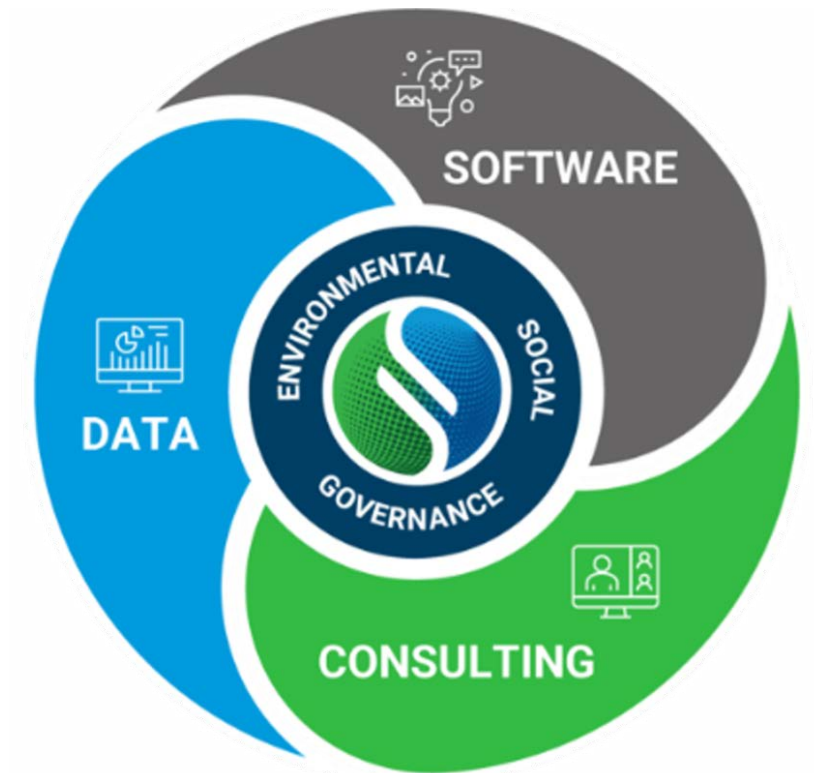


Figure 3: Sphera's Services



"In tandem with our financial commitments, we are also dedicated to channelling our energy and unparalleled expertise toward creating solutions of value for our customers and our planet."

Jim Pieper
Chief Financial Officer

Case Study - Whirlpool EMEA

Whirlpool EMEA worked with Sphera to create an automated eco-design tool that enables the company to perform environmental impact analyses of its products throughout their life cycle, identify hotspots and areas for improvement and compare alternative product scenarios.

Sphera's Sustainability Consulting and Product Sustainability software and databases helped improve the environmental performance of their products and services by:

- Developing a parameterized life cycle assessment (LCA) model to represent different refrigerator types using Sphera's Managed LCA Emissions Factor Database (formerly known as GaBi).
- Enabling data-driven decisions during design and planning.
- Advancing product innovation and eco-design.
- Providing access to industry-based, high-quality life cycle inventory (LCI) data.

Challenges



Quantification of the environmental impacts of products through their entire life cycle to continuously improve their environmental performance.



Integration of environmental KPIs among the main drivers of product development.



Identification of potential areas of improvement and hotspots that need to be addressed in a conscious product category rule (PCR) development for refrigerators.

Results



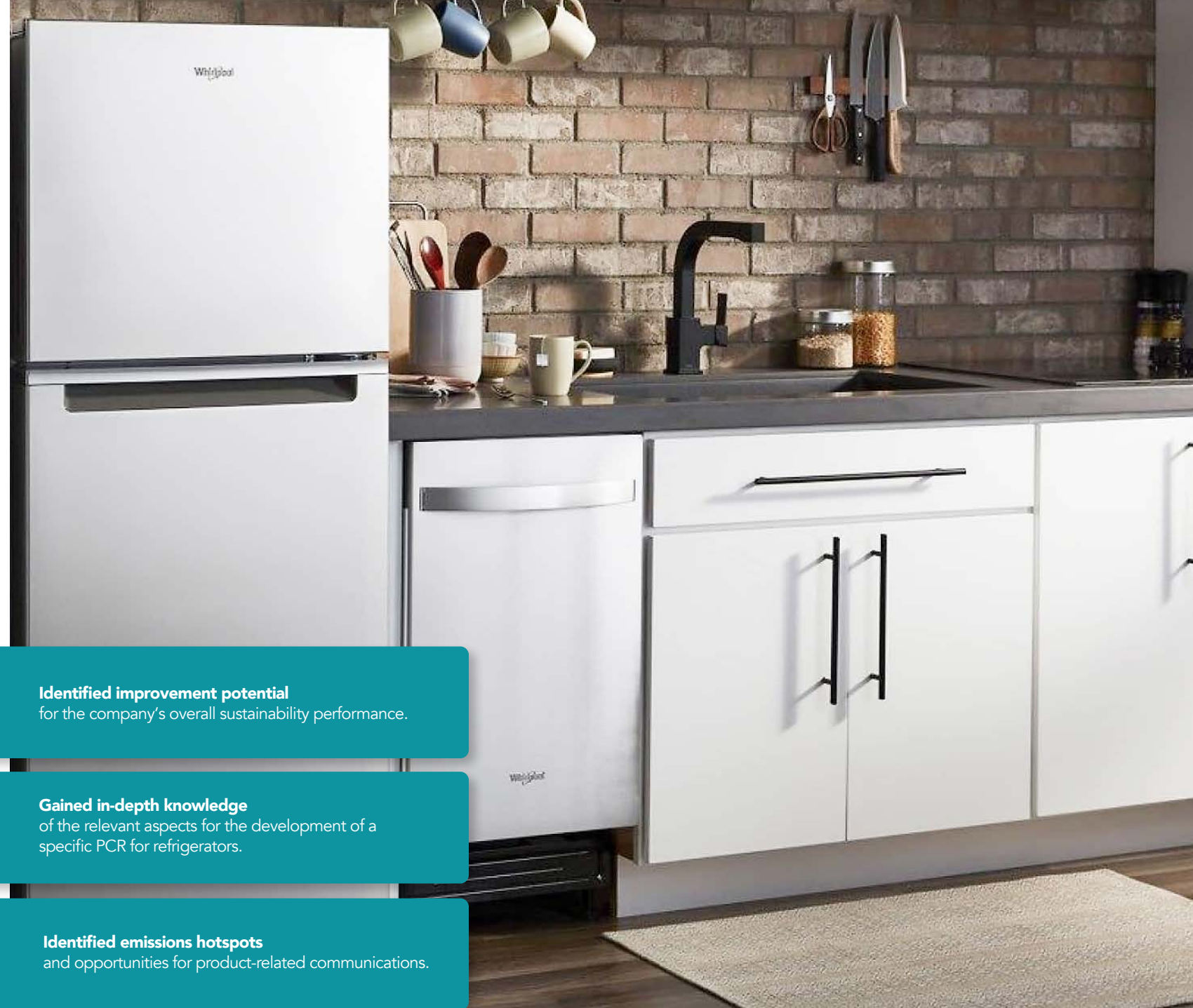
Identified improvement potential for the company's overall sustainability performance.



Gained in-depth knowledge of the relevant aspects for the development of a specific PCR for refrigerators.



Identified emissions hotspots and opportunities for product-related communications.



An aerial photograph showing a winding road that curves through a landscape of agricultural fields. The fields are a mix of vibrant green and golden-brown, suggesting different crops or stages of growth. The road is a light grey color, and the overall scene is captured from a high angle, looking down on the terrain.

COLLABORATIONS AND ALLIANCES



Alliances

At Sphera, we believe that forging strong alliances and fostering collaboration is critical for our mission and for optimizing the ESG performance of our customers. Addressing complex ESG challenges requires collective action, collaborative innovation and sharing of knowledge.

Our Sphera Alliance Program allows us to work with industry leaders on projects, tap into diverse expertise and leverage complementary strengths that deliver the most value to our stakeholders. Our dynamic ecosystem enables us to train and learn from others, which in turn expands our own capabilities and helps us stay at the forefront of emerging industry standards and evolving trends. Our alliances support our customer projects in several ways, including sales and delivery, technology and innovation, deployment, training and managed services.

Alliance Streams

Digital Service Providers

We partner with digital service providers to provide expertise to clients in decision-making, consulting and value-add implementation services.

Global System Integrators

We work with premier, global system integrator organizations to create complex information systems, design custom applications, integrate digital architecture with new or existing hardware and build communication channels for mutual stakeholders.

Reseller and Referral

At Sphera, we've developed a strong ecosystem of cross-industry partners that refer opportunities to our team for engagement. We also partner with companies that are authorized to distribute software and services to end-customers.

Technology and Content

We've developed alliances with leading technology and content firms to augment our expansive capabilities and deliver best-in-class solutions.

Figure 4: Sphera's Alliances



ERM

Since 1998, we have partnered with ERM, the world's largest pure play sustainability consultancy. In 2022, our partnership was strengthened through our efforts to support joint customers with their ESG and sustainability strategies across the world. Businesses need reliable, auditable and measurable data to establish transparent sustainability reporting. Sphera and ERM's ESG and sustainability solutions help companies collect, manage and share their data and resources across their business to fuel forward-looking insights for continuous operational improvement.



"ERM is growing its ecosystem of partners, and we are excited to collaborate with Sphera to support our global clients with the right transformation tools to help guide their sustainability journeys. ERM's experience in helping companies address their sustainability challenges, and Sphera's leading EHS&S solutions, make this partnership a natural alignment. Together, we can enable our clients to be compliant in their ESG data collection and reporting efforts, so they can successfully meet their ambitious ESG goals."

Gerard Spans
Managing Partner Digital Services, ERM

Collaborations

We actively partner and cooperate with organizations to ensure our continued contribution to the wider ESG conversation. Collaboration, knowledge-sharing and complementing our strengths are key to tackling the complex questions that arise and enable us to make meaningful progress in creating a safer, more sustainable and productive world.

We are extremely proud of what we have achieved through collaboration, one of the five values central to our organization. Some of our achievements include development of leading standards, as well as the design of internationally accepted best practices and global methodologies. Throughout 2022, we continued to build strong relationships with multiple organizations, some of which we have detailed below:

ECO Platform, an international non-profit association founded in 2013, was established by the European EPD Programme Operators together with other sustainability initiatives, LCA practitioners and tool providers. ECO Platform's aim is to promote and contribute to sustainable development, including a low-carbon economy and resource efficiency in the construction sector. Sphera is one of the founding members of and actively participates in ECO Platform's Technical Working Group (TEWOG).

NAEM exists to empower leaders to advance, create and innovate within the EHS&S space by starting a conversation, creating forums and curating networks that provide the tools required for developing EHS&S solutions. Sphera has been a proud member of NAEM's Affiliates Council for the last seven years.

Deutsche Gesellschaft für Nachhaltiges Bauen (or DGNB System) is a non-profit committed to the sustainably built environment, building demonstrably good buildings and urban districts that are worth living in. Sphera has participated in this program since 2007, when it was founded.

CDP is a not-for-profit organization that runs the global disclosure system for investors, companies, cities, states and regions to help manage their environmental impacts. Sphera has been collaborating with CDP since 2013, enabling us to successfully help clients from different industries improve their CDP score across the diverse questionnaires CDP offers. During 2022 we added SBT Solutions Provider to our accreditations, together with Silver Solution Provider accreditation, which we achieved during the previous year.

GRI provides the world's most widely used standards for sustainability reporting. Sphera has been a member of the GRI Community since 2005 and a Certified Software and Tools Partner since 2017. Our SpheraCloud® Corporate Sustainability software incorporates GRI standards to ensure our customers are compliant.



"We are delighted that Sphera, previously a global Silver Software Solutions Provider, have expanded their accreditation and are now a global silver software and SBT solutions provider. Sphera, through its corporate sustainability software, data and strategic sustainability consulting services, allows companies to create CDP reports, calculate their emissions baseline for Scope 1, 2 and 3, track progress against their near-term science-based targets and net-zero goals and enable transparent communication and operational excellence across organisations and supply chains."

Paul Robins
Global Head of Programs, CDP





BASF

In 2022, we continued our collaboration with long-time partner BASF to work on product carbon footprint (PCF) calculations for chemical manufacturing. This collaboration combined BASF's methodology and digital solution for PCF determination with our own unparalleled life cycle assessment (LCA) offering for an LCA Automation solution. LCAs help companies better analyze the impacts that their supply chain has on their entire carbon footprint and make informed decisions on their path to net zero. This partnership will enable us to provide an integrated, automated solution for chemical and manufacturing companies to accurately and rapidly calculate PCFs for their complete portfolio of products.



"PCFs provide valuable information on levers for reducing greenhouse gas (GHG) emissions along the value chains, providing important information for chemical companies as they work to reduce GHG emissions. Partnering with Sphera to provide an integrated approach for PCF calculation will help ensure companies are successful as they work toward their transformation to climate neutrality and will drive the much-needed standardization."

Alessandro Pistillo
Digital Strategic Projects, BASF



ESG AT SPHERA



Materiality Assessment

At the beginning of 2022, we undertook a materiality assessment which aimed to identify, understand and prioritize ESG topics according to what our stakeholders view as critical to Sphera. The assessment was conducted internally using our own expertise.

Our Approach:

Step 1
Our sustainability program team identified over 40 relevant ESG topics that were later consolidated to 30 in order to allow for more focused engagement with our stakeholders. The topics were identified through extensive research and an examination of ESG trends.

Step 2
The sustainability program team engaged with key stakeholders by conducting interviews with our executive leadership team (ELT) and select members of our board and surveyed the rest of our key stakeholders. Throughout this process, each topic was ranked in terms of high, medium or low importance, or stakeholders could answer “unsure.”

Step 3
The rankings allowed us to map and identify the topics considered most relevant by our internal and external stakeholders.



Figure 5: Sphera's Materiality Assessment Process

Identify Potential Material Topics

First, we identified potential material topics. This list was compiled through extensive research and a thorough review of ESG trends. Sources included external peer reviews and benchmarks, such as the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board's (SASB) sectoral guidance. Once we determined our potential material topics, we further consolidated these into higher-level categories for further engagement with our stakeholders.

- | | |
|--|--|
| 1 Freedom of Association and Collective Bargaining | 15 Flexible Working Environments |
| 2 Waste Management | 16 Emissions and Climate Change Strategy |
| 3 Community Engagement and Development | 17 Sustainable Supply Chain |
| 4 Water Management | 18 Product and Service Excellence |
| 5 Health and Safety | 19 Non-Discrimination |
| 6 Risk Management | 20 Training and Education |
| 7 Labor Management and Relations | 21 Data Privacy |
| 8 Employee Volunteering | 22 Cybersecurity |
| 9 Board Diversity | 23 Client Satisfaction |
| 10 Financial Performance | 24 Talent Attraction and Retention |
| 11 Human Rights | 25 Diversity and Inclusion |
| 12 Product Stewardship | 26 Ethics and Integrity |
| 13 Research, Innovation and Thought Leadership | 27 Enabling Client Net-Zero/Decarbonization Strategies |
| 14 Employee Health and Well-Being | 28 Enabling Resource Efficiency and Circular Economy |

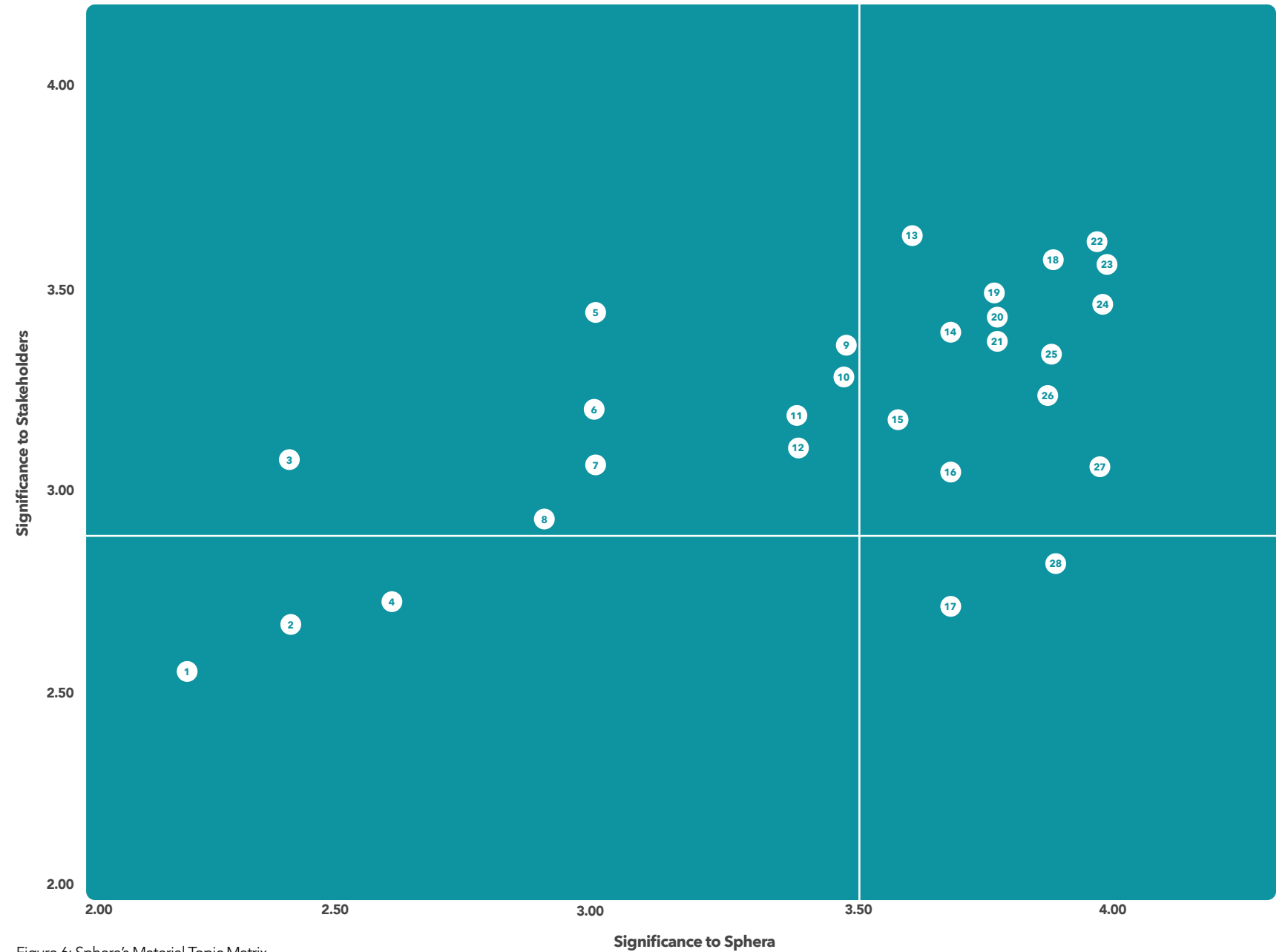


Figure 6: Sphera's Material Topic Matrix

Sphera's Material Topics	Description
Cybersecurity	Adapting technologies and digital infrastructure to ensure security and protection from digital threats.
Client Satisfaction	Maintaining a productive relationship with customers through strong communication and identification and fulfillment of their needs.
Product and Service Excellence	Ensuring that we provide products, services and support of the highest quality to our clients at all times.
Research, Innovation and Thought Leadership	Achieving and maintaining Sphera's position as an innovator and industry leader by offering expertise and new or enhanced products and processes that address market demands and meet customer needs.
Training and Education	Investing in training and education of employees for professional and organizational development.
Talent Attraction and Retention	Strengthening our team by attracting new talent and retaining existing talent with employee satisfaction, career progression and development initiatives.
Data Privacy	Protecting digital information from unauthorized access or theft throughout its entire life cycle.
Non-Discrimination	Preventing discrimination against any person on grounds of age, race, ethnicity, gender identity, sexual orientation, pregnancy, religion, nationality, citizenship, disability or any other status protected by law.
Diversity, Equity and Inclusion	Fostering and preserving a culture that recognizes the value of diversity in age, ethnicity, race, religion, national origin, family/marital status, gender identity/expression, sexual orientation and ability.
Employee Health and Well-Being	Promoting employee health and well-being by paying appropriate wages and benefits, creating a safe work environment and supporting work-life balance.
Ethics and Integrity	Complying with relevant laws, applying best management practices and adhering to the highest standards for transparency and business ethics. Our standards for ethics and integrity apply to all employees, officers and directors in all locations and settings where Sphera conducts business.
Net-Zero/Decarbonization Commitment (Enabling Client Sustainability)	Enabling clients in achieving net-zero/decarbonization goals by aligning GHG reductions with the 1.5-degree pathway and a long-term, net-zero target.
Emissions and Climate Change Strategy	Managing Sphera's emissions-related impacts, which include GHG and other air emissions reduction and mitigation plans related to global warming.
Flexible Working Environment	Offering a working arrangement that gives some degree of flexibility on the hours and location from which an employee works.
Enabling Resource Efficiency and Circular Economy	Supporting clients in their circular economy journey, which involves reuse and recycling of waste materials and leads to recovery of energy/material value in production.



- Environmental
- Social
- Governance

Figure 7: Sphera's Material Topics

Stakeholder Engagement

We engage with our stakeholders through a variety of avenues that allow us to listen to them, understand their needs and involve them in the decision-making process.

Stakeholder Group	Engagement
ELT and Board	<ul style="list-style-type: none"> • Weekly ELT Meetings • Performance and Development Review • Cybersecurity • In-Person Monthly All Day Meetings • Quarterly All Colleague Calls
Colleagues	<ul style="list-style-type: none"> • Employee Engagement Survey • Performance and Development Reviews • Quarterly All Colleague Calls
Board	<ul style="list-style-type: none"> • Meetings at Least Quarterly
Customers	<ul style="list-style-type: none"> • Project Reviews • Sphera Customer Network (SCN) • Client Satisfaction Survey • Customer Advisory Board (CAB) • Webinars • Conferences
Majority Shareholder	<ul style="list-style-type: none"> • Meetings • Project Reviews
Contractors and Suppliers	<ul style="list-style-type: none"> • Surveys • Communication on Policies
Business and Industry Associations	<ul style="list-style-type: none"> • Webinars, Conferences and Meetings • Projects
Governments and Regulatory	<ul style="list-style-type: none"> • Industry-Related Briefings • Industry Associations • Projects
Business Partners	<ul style="list-style-type: none"> • Webinars, Conferences and Meetings • Projects

Figure 8: Sphera's Stakeholder Engagement

ENVIRONMENTAL

An aerial photograph of a rugged coastline. The water is a deep, dark teal color, with white foam from waves crashing against dark, layered rock formations. The rocks are brown and grey, showing clear geological strata. The overall scene is dramatic and emphasizes the natural environment.

Today, our world faces no shortage of risk. We continue to witness the impact of climate change, with extreme weather conditions occurring globally. The risks associated with climate change have been a topic of conversation in both living rooms and boardrooms alike. Investors, customers and employees want more transparent reporting from businesses on their plans for adaptation, as well as on their impact on the environment. As a leading ESG performance and risk management software, content and consulting services organization, we recognize the importance of doing our part.

Our Priorities:

- Net-Zero Decarbonization Commitment (Enabling Client Sustainability)
- Sphera's Emissions and Climate Change Strategy
- Enabling Resource Efficiency and Circular Economy

A Note on Our Emissions:

As disclosed in our 2021 ESG Report, our baseline year for GHG emissions is 2019. This year was used because it offers the most accurate representation of our business-as-usual activities prior to the COVID-19 pandemic.

After the acquisition of riskmethods in October of 2022, Sphera decided to recalculate its baseline emissions to take into consideration riskmethods' impact. By doing this, we hope to give the most accurate account of our environmental impact. Several emission factors have also been re-adjusted to reflect a more recent, realistic picture of our emissions. For these reasons, readers will see a difference in our GHG emissions compared to those released in our 2021 ESG report.

Collaboration with Customers

Sphera's mission is to deliver a safer, more sustainable and productive world, and our biggest impact comes from collaborating with our customers. Every year, we help thousands of customers within a diverse set of industries manage their regulatory compliance obligations, reduce their environmental impact and monitor their work safety.

We understand that the business and ESG challenges faced by each company are varied and unique. By fostering close partnerships with our customers, we gain a thorough understanding of their needs. It's this understanding that helps us develop market-leading software and services that support organizations in their ESG journeys and decarbonization efforts.

Our software empowers our customers with a variety of capabilities, enabling them to capture and calculate their data, manage risks within the workplace and much more. Customers are also able to gain a better understanding of their environmental footprint by conducting life cycle assessments (LCAs), an area in which Sphera is a pioneer. LCAs allow customers to quantify at a granular level the environmental impact of their products and services throughout their life cycle and/or understand their emissions associated with specific activities. This allows them to identify GHG emissions hotspots and create strategies to mitigate them.



Figure 9: Sphera's Software Awards

Case Study - UPM

UPM partnered with Sphera in 2022 to unify their global safety and environmental processes and to create and provide access to "One Safety," a common tool for all UPM employees, business units and countries.

With the number of international, national and local safety laws, regulations and rules applicable to its business, UPM needed a global occupational health and safety and environment (OHS&E) solution for all sites and countries. The solution had to ensure overall compliance with the UPM Safety Standards and assess and mitigate health and safety risks by focusing on learning, training and continuous improvement to achieve the company's overall safety objective of zero fatal and serious accidents.

UPM introduced the SpheraCloud® Health and Safety Management solution, which has helped harmonize its safety and environmental processes across the company. This enabled UPM to realize its security principles and embrace safety rules and a safety culture that has one clear objective: zero fatal and serious accidents.

Challenges



Sites used different solutions for safety and environmental data.



No common tool and processes for UPM in place.



Lack of global reporting for UPM safety and environmental KPIs.

Results



Harmonization and seamless integration of global safety and environmental processes.



Broad acceptance due to easy access to record incidents with SSO (Single Sign-On): **47,000 safety-related near-miss and safety observations** (2020).



Reduced manual work and turned real-time insights into safety KPIs for managers and OHS network.



Data visualization and reporting drive better decisions.



Emissions Methodology

We used our SpheraCloud® Corporate Sustainability platform and our proprietary Managed LCA Content library to collect and analyze the qualitative data presented in this report. We adhered to the requirements outlined by the Greenhouse Gas (GHG) Protocol and followed a methodology based on operational control; data was collected from all activities controlled by Sphera.

To calculate our GHG emissions, we used a variety of resources, including Sphera's Managed LCA Content (formerly known as GaBi), Department for Environmental, Food and Rural Affairs (DEFRA), Reliable Disclosure Systems for Europe (Re-Diss) and U.S. Environmentally-Extended Input-Output (USEEIO) factors. In addition, we leveraged our expertise and industry-leading data to develop our own life cycle assessment (LCA) model to support the calculation of some Scope 3 categories, such as emissions related to data hosting and remote work.

All emissions data presented in this report is shown as carbon dioxide equivalent (CO₂e) and includes all seven Kyoto Protocol Gases (according to IPCC AR5 GWP 100 excluding biogenic), as required by Global Reporting Initiative (GRI) Standards, the GHG Protocol and the Sustainability Accounting Standards Board (SASB). The methodologies used to collect, calculate and, in some cases, estimate emissions are documented within our Sustainability Reporting Protocol, which we will continue to use for future reporting initiatives. As per Sphera's Sustainability Reporting Protocol, offices that were less than roughly 270 square feet (approximately 25 square meters) or had fewer than five full-time equivalents (FTEs) were considered de minimis and excluded from data collection for office energy. The associated emissions from these offices contributed less than 1% of our Scope 1 and 2 emissions.

For offices where we were unable to obtain energy information, we have extrapolated and estimated the missing data. In 2019, 2021 and 2022 we applied our energy-estimation methodology based on floor-space intensity (average office energy per floor space) to obtain the estimate. This estimation method has been used for the Office Energy and Refrigerant reporting line¹. An intensity figure was calculated based on the offices that have data for 2019, 2021 and 2022.

The information provided below has been calculated with the information available at the time of publishing. As more granular data and emission factors become available, we will update our data accordingly and provide details of the restatements in future reports. Data is subject to adjustment based on our SBTi verification process.



¹ In 2020, Sphera adopted an alternative method to account for Sphera's offices, many of which were temporarily closed due to the COVID-19 pandemic. We were able to determine the percentage reduction in consumption per floor area between 2019 and 2020 for the offices that had actual data. Then we applied this percentage reduction to the 2019 consumption values to estimate the 2020 energy usage for offices where we were unable to obtain actual data. This percentage was calculated at a country, regional and global level. The office location utilized the country-based percentage first if one was available; if not, it used the regional or global figure.



GHG Emissions

Overview

In 2022, Sphera's GHG footprint equaled 6,527 t CO₂e, which is a reduction of 19% from our baseline year of 2019 (which equaled 8,582 t CO₂e). Our footprint consisted of 5% Scope 1 emissions, 7% Scope 2 emissions and 88% Scope 3 Emissions.

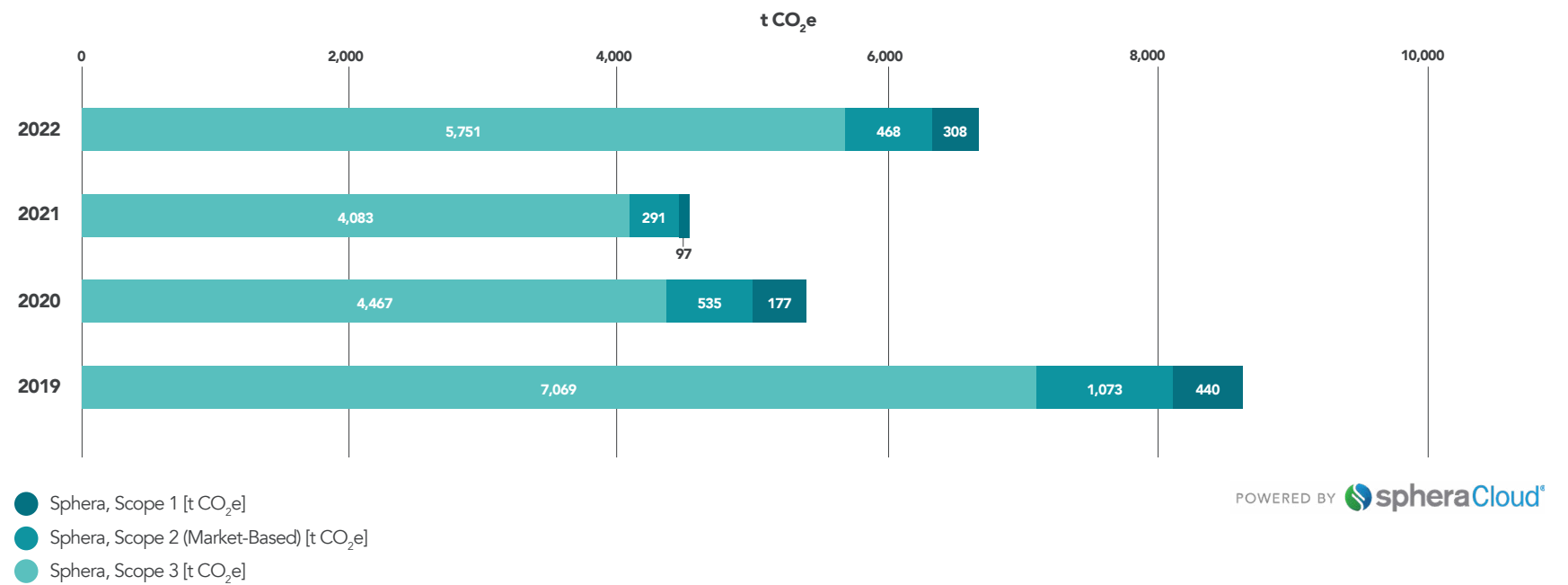


Figure 10: GHG Emissions [t CO₂e] 2019 - 2022

Scope 1 and 2 Overview

The largest contributor to our Scope 1 and Scope 2 emissions is our electricity, which accounts for 58% of our Scope 1 and 2 emissions (468 t CO₂e). This is followed by office energy and company vehicles, which, combined, account for 42% of our total emissions. Fugitive emissions and district heating account for less than 1% of our total emissions.

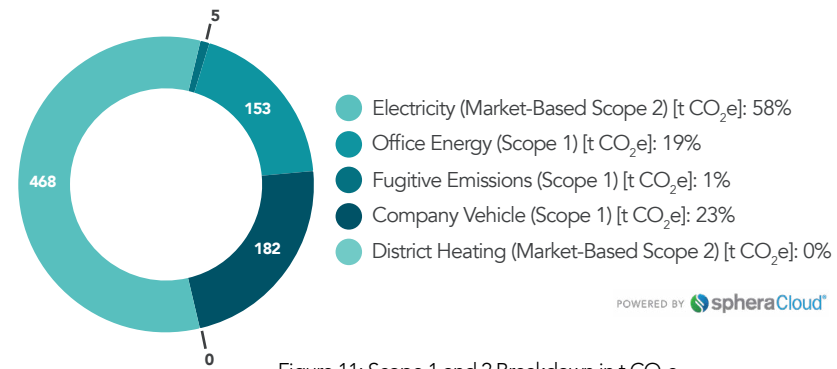


Figure 11: Scope 1 and 2 Breakdown in t CO₂e

A decrease in our Scope 2 emissions can be observed based on the location and market-based methodology. The location-based approach to our Scope 2 emissions calculation equals 548 t CO₂e compared with 468 t CO₂e using the market-based approach. This decrease is based on the use of renewable electricity in several of our offices. Going forward, Sphera aims to calculate our Scope 2 market-based emissions more accurately by actively working with our site leads and suppliers to obtain specific emission factors.

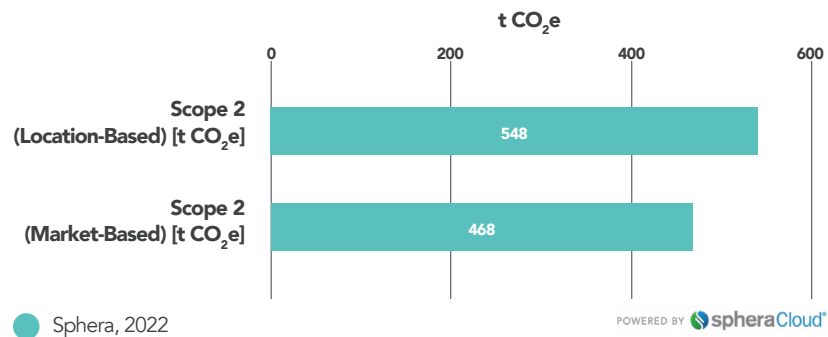


Figure 12: Scope 2 GHG Emissions (Location-Based vs. Market-Based) in t CO₂e, 2022

When normalizing our Scope 1 and Scope 2 (market-based) GHG emissions (excluding company vehicles) by office area and number of office-based colleagues, we saw an increase in emissions intensity in 2022. This is due to the return to our offices after the lift of COVID-19 restrictions.

By Office Area

In 2022, our intensity for Scope 1 and Scope 2 (market-based) GHG emissions (excluding company vehicles) by office area increased by 73% from 2021 (from 0.03 t CO₂e per square meter to 0.05 t CO₂e per square meter).

By Office-Based Colleagues (FTE)

In 2022, our Scope 1 and Scope 2 (market-based) GHG emissions (excluding company vehicles) by the average number of office-based colleagues increased by 163% (from 0.42 t CO₂e per to 1.11 t CO₂e) from 2021. This increase is primarily due to the increased use of our offices after the COVID-19 restrictions had been lifted at local levels and by Sphera.

* Please note that the above intensities do not include emissions from remote colleagues.



Scope 3 Overview

Due to the nature of our business, the majority of our emissions lie within Scope 3, which includes all indirect emissions that occur throughout our value chain.

After assessing emissions hotspots in our value chain and reviewing the 15 categories of Scope 3 emissions laid out by the GHG Protocol, we have determined that our material impact lies within the categories listed below:



Figure 13: Sphera’s Scope 3 Categories

In 2022, Sphera’s Scope 3 emissions equaled 5,911 t CO₂e compared to 4,083 t CO₂e in 2021. The biggest contributor to our Scope 3 emissions in 2022 was purchased goods and services, equaling 70% of the overall Scope 3, followed by business travel, which equaled 15% of total Scope 3.

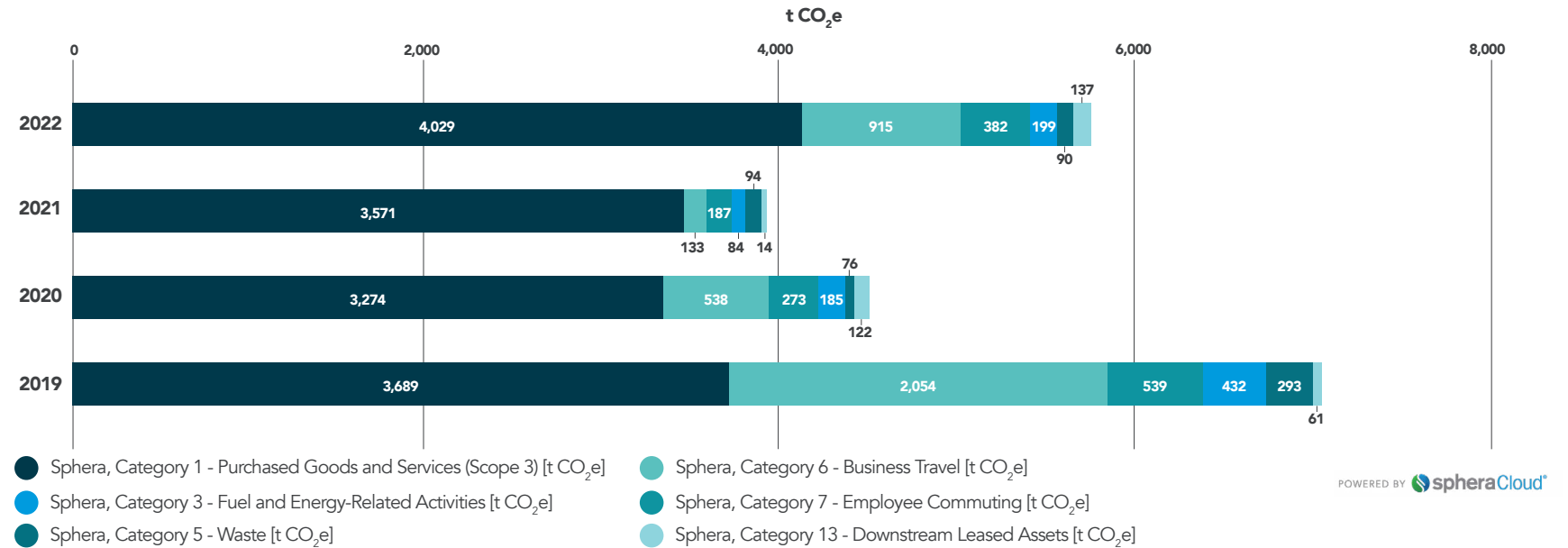


Figure 14: Scope 3 GHG Emissions in t CO₂e, 2022

Compared to our baseline year of 2019, we saw a 19% decrease in emissions within Scope 3 in 2022. We saw a 55% drop in emissions from our baseline year from one of our main emissions sources, business travel. This category decreased by 95% between 2019 and 2021 due to the travel restrictions imposed by governments and Sphera during the COVID-19 pandemic. As these restrictions lifted, we saw an increase between 2021 and 2022 as we returned to travel.

In comparison to 2019, we are witnessing a shift within category 7—a decrease of 29%—which encompasses all of the emissions related to employee commuting and working from home. To allow Sphera to track the emissions for this category more granularly, we conducted an employee commuting survey to understand the travel modes and distances our employees were commuting in 2022. And to understand the emissions associated with our workforce working from home, we developed our own LCA to determine the electricity usage of our equipment, electricity and heating for the spaces our employees worked in to support the calculation of these emissions.

The category of purchased goods and services continues to represent the largest portion of our Scope 3 emissions: 70%. The biggest contributor within the category is the emissions associated with our software hosting. With the release of Sphera’s Sustainable Purchasing Guidelines planned for 2023, we hope to find ways to reduce the emissions related to the goods and services we procure over the years.

The Scope 3 emissions related to the fuel and energy usage of our offices and the waste generated within our offices increased in 2022, as our workforce returned to the office. Yet emissions in this category did not reach 2019 levels because of hybrid working patterns.

Energy Usage

Our office energy primarily comes from the use of electricity and natural gas. This contributes 74% and 20%, respectively, to our 2022 energy usage. In addition to our use of natural gas and electricity, Sphera also consumes diesel, liquid petroleum gas (LPG) and district heating (heat generated in a centralized location through a system of insulated pipes).

Sphera's total office energy in 2022 equaled 2,230 MWh compared with 1,371 MWh in 2021. The large disparity is due to the temporary office closures that took place during the COVID-19 pandemic.

At Sphera, we recognize that we can further reduce the impact of our office energy use by making the transition to certified renewable energy. We are looking for opportunities to increase the percentage of energy coming from these sources. In several of our offices, we have already made this transition and will be looking for opportunities to switch to renewable energy in other offices by working closely with building management teams and our real estate committee. In 2022, 22% of our electricity consumption was from renewable electricity, an increase from 2019.

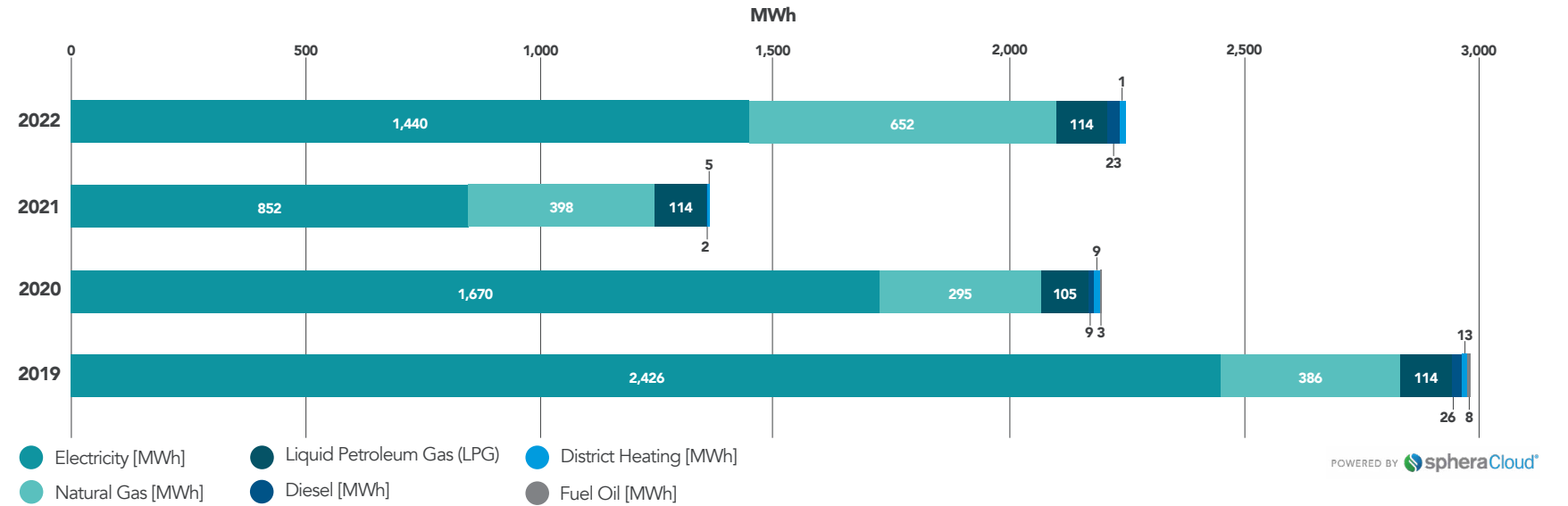


Figure 15: Sphera Office Energy in MWh, 2019 - 2022

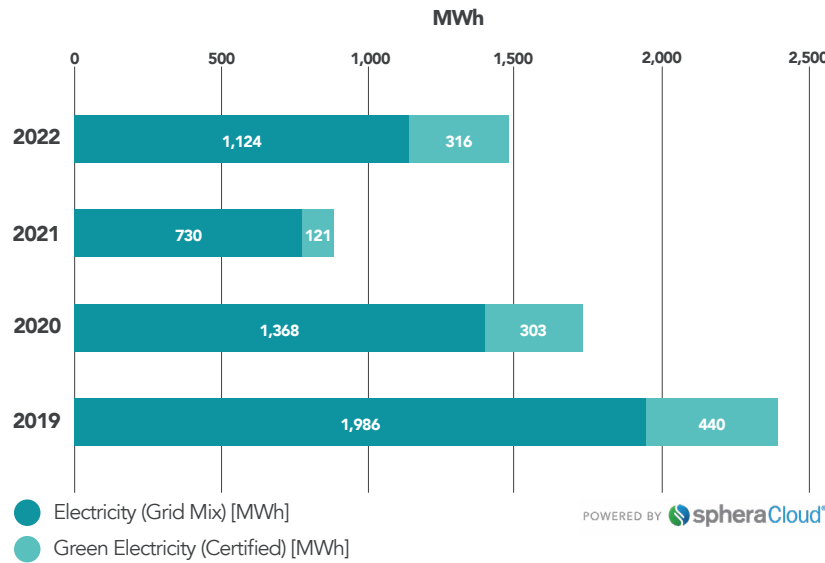


Figure 16: Electricity (Non-Renewable vs. Renewable) in MWh, 2019 - 2022

Our North America region contributes 57% of our office energy footprint; followed by Europe, the Middle East and Africa (EMEA) with 33%; and Asia-Pacific (APAC) with 10% in 2022.

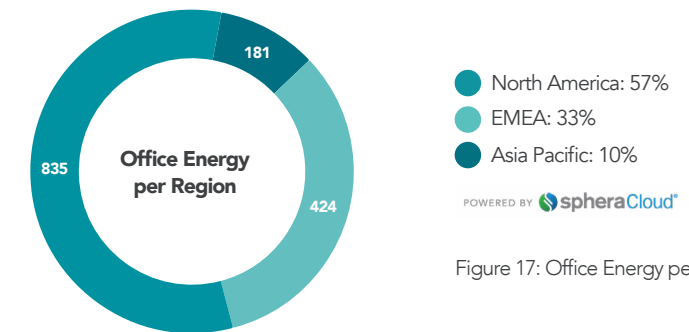


Figure 17: Office Energy per Region

Emissions Reduction and Other Commitments

SBTi

Sphera committed to the Science Based Targets initiative (SBTi) in 2020. In 2023, we aim to submit our targets for validation using 2019 as a baseline year. We intend to use a mixture of absolute reduction targets and supplier by engagement, as we understand that the race to net zero is a journey we must make in collaboration with other organizations.

Blackstone Emissions Reduction Program

As a Blackstone portfolio company, we have committed to the Blackstone Emissions Reduction Program, which requires the companies in which it controls energy usage to reduce their Scope 1 and 2 emissions by 15% within three years of acquisition.

For Sphera, this means a reduction of 226.95 t CO₂e by the end of 2024. To achieve this target, we set a baseline year of 2019, which provides an accurate reflection of our regular business operations, as opposed to 2021 (the year Blackstone acquired Sphera), where we experienced reduced office usage due to the COVID-19 pandemic.

We are proud to report that in 2022 we achieved 100% of our reduction target as we began returning to our offices around the world. We are working hard to maintain this reduction by reviewing our office usage, switching to renewable energy where possible and reducing our vehicle fleet. We are continually exploring new ways to reduce our emissions.

United Nations Global Compact

Sphera has been a signatory to the United Nations Global Compact (UNGC) since 2021. The UNGC is the largest corporate sustainability initiative in the world. Through the UNGC, organizations pledge to conduct business responsibly by aligning with its 10 principles, which fall within areas such as human rights, labor, environment and anti-corruption. We report annually through the Communication of Progress.

Sphera and the U.N. SDGs

The United Nations' Sustainable Development Goals (SDGs) provide us with a blueprint for achieving peace and prosperity for people and the planet. The SDGs are 17 interlinked goals that range from poverty alleviation to affordable energy to peace and justice, providing a call to action that we must all respond to. At Sphera, we have identified six SDGs that we are well



To see where our impact lies, please see our [Disclosure Index](#).



SOCIAL



Our People

Our people are the cornerstone of our success. They are the driving force behind our mission to create a safer, more sustainable and productive world.

At Sphera, we strive to create a work environment in which employees feel valued, are empowered to excel and are rewarded. By providing internal recognition, training and development opportunities, we equip our employees with tools and resources that help them grow within the organization and contribute to solving challenges around them.

We recognize that employee development, well-being and retention are critical for our success.

Our Priorities:

- Training and Education
- Talent Attraction and Retention
- Diversity, Equity & Inclusion and Non-Discrimination
- Employee Health and Well-Being, Including a Flexible Working Environment



"By fostering a culture of continuous learning, collaboration and inclusivity, we cultivate a workforce that is passionate and embraces new challenges. For this reason, our people are at the center of our success, and what moves us forward in fulfilling our mission."

Kimberly Kolb
Chief Human Resources Officer





Colleague Engagement

Colleague engagement is at the heart of our culture. We know that an engaged workforce leads to strong productivity and job satisfaction, which are important for retention, the delivery of our services and the achievement of our mission. Colleague engagement at all levels plays an important role in creating a culture that enables a sense of belonging, drives collaboration and fuels innovation.

At Sphera, we hold both in-person and virtual events, led by our site and culture leads to cultivate this engagement. The activities we hold range from virtual company-wide events for all colleagues to on-site events, such as our annual Safety and Sustainability Day, which engages employees in interactive, often community-focused activities tailored for each site.

On our 6th annual Safety and Sustainability Day, our sites held activities that included park clean-ups, visits to sustainable businesses and safety and sustainability workshops and discussions. Many of these activities were followed by lunch, picnics or barbecues.

Spotlight: Safety and Sustainability Day in Dresden

Our colleagues in the Dresden office spent the day visiting a local car manufacturing plant, learning about the topic of sustainability within the automotive industry and their “Way to Zero” through an informative guided tour. This created a space in which Spherions could engage and learn.

Engagement Survey

During 2022, we conducted our annual employee engagement survey to understand our workforce’s views and solicit their feedback, with the goal of creating a strong positive culture in which employees can reach their full potential.

This year we achieved an 86% response rate, which included a 71% overall favorable engagement score. These results exceeded our goal and are a new high overall score for Sphera.

The feedback received from our engagement survey resulted in the following actions:

Area of Focus	Actions
Systems and Processes	<ul style="list-style-type: none"> Launched a new contract management tool. Transitioned our compensation planning and performance management modules into a new platform to improve visibility and structural alignment.
Career Opportunities	<ul style="list-style-type: none"> Continued to update current career paths and started to develop new career paths in the following areas: marketing, sales and hazardous material management systems.

Figure 18: Engagement Survey - Key Focus Areas and Actions

Investing in Spherions

At Sphera, we believe in investing in our employees, as we know this fosters an environment where our employees can thrive and progress.

Our professional development is designed to give our colleagues opportunities that provide them with challenges, increased knowledge and valuable skills. This, in turn, helps Sphera become a hub of innovation, knowledge-sharing and efficiency. The focus areas of our development efforts are:

1. Coaching, mentoring and on-the-job experience.
2. Training opportunities that develop necessary skills, knowledge and expertise.

Through their involvement in projects and daily work, our colleagues gain practical experience which furthers their expertise. We also offer a wide range of informal and formal training opportunities, including workshops, cross-departmental training, mentoring and access to online platforms. Additionally, we have our own internal professional and personal development platform, Sphera University or "Sphera U."

As part of our formal training at Sphera, new hires must complete a series of foundation courses that provide an in-depth introduction to Sphera and its products, as well as insight into relevant subject matter. During 2022, we continued to offer access to these external learning platforms:

- **LinkedIn Learning:** Spherions completed 952 hours, an increase of 12% year over year.
- **O'Reilly Media:** Spherions viewed 13,869 hours of content.

Because the development of our employees is so important to us, we strive to help them achieve their career goals through our formal and informal training and through the support and encouragement of their line managers. As a growing global organization, it is essential that our colleague tools and business processes scale to adapt to local guidelines and laws and support our global colleagues. To achieve this, Sphera overhauled its HR technology stack by implementing Workday in 2022 as its global HR system to support the full colleague life cycle.

In addition to allowing employees to access things like pay slips or apply for internal opportunities, Workday helps our colleagues set their performance and professional development goals, monitor them and review progress with their managers. We use Workday to set company goals that filter down to each department, each team and ultimately each Spherion, so each person can understand their role in the organization's success. We also encourage regular conversations between employees and their managers on career development.

Spotlight: Sphera U

Sphera U offers learning and development opportunities to our colleagues. Through live webinars, e-learning and recorded videos, this platform allows us to deliver quality training within the hybrid and remote working environments colleagues enjoy.

Courses include productivity tools, well-being information and new sustainability insights. Training courses on relevant International Organization for Standardization (ISO) standards and circular economy principles are also offered.

Additionally, colleagues have access to cross-departmental training, which is delivered by our different resident experts. This internal knowledge-sharing leads to more effective sales and increased customer satisfaction, as well as better-informed individuals. These sessions cover our products for new colleagues and those from different departments; updates on products, services and processes; and building professional skills.





Recognizing Spherions

At Sphera, we believe in recognizing, rewarding and celebrating our colleagues' achievements and contributions. We want to foster an inspiring culture that boosts morale.

Our internal award program, Spherion Awards, establishes a formal mechanism that recognizes our colleagues' outstanding contributions and impacts. Every employee can nominate any other employee they think has gone above and beyond in demonstrating one of the 5 Sphera values: accountable, action-oriented, collaborative, customer-centric and innovative. Winners are chosen from the nominees by a team of Spherions, and the awardees are announced during our quarterly all colleague calls. All nominee names are shared by our CEO, and each winner is highlighted by an executive in our quarterly all-colleague calls. During 2022, a whopping 361 colleagues, roughly one-third of our employees, were nominated, and 22 awards were presented, including one to a Site of the Year and one to a Spherion of the Year.

We also use other tools to recognize employee efforts and successes. These include our public praise wall within Sphera's private forums and company-wide Teams chats. Our new Workday system has an easy-to-use function where any colleague can share praise in just a few clicks with any other colleague.



"To say I'm thrilled to receive the Spherion of the Year award is an understatement. Since arriving at Sphera, I have been given a great amount of support and this in turn has allowed me to thrive in my role. It's refreshing to work for a company that recognises and rewards hard work."

Shannon Manners
Manager, Talent Acquisition

Talent Attraction and Retention

Our people are our most valuable asset. At Sphera, we understand that attracting top talent and nurturing our employees are essential for driving innovation, achieving our goals and delivering on our mission. We are committed to creating an environment where our team is challenged and engaged, so colleagues can thrive.



Employee Retention, Promotions and Internal Movement

Retaining talent is as important as attracting it. At Sphera, we invest in employee development pathways and mentorships and offer career advancement opportunities. We hire with a long-term view, which means we enable and encourage employees to move throughout our organization using the transferable skills and knowledge they develop. To this end, we provided additional training to managers, so they can have productive career development conversations with their direct reports and discuss potential career paths with them.

Our attrition rate this year was 15.20%—well below the industry standard rate of 25%.

Attracting Talent

Talent attraction is one of our greatest priorities. As a global organization that aims to be an employer of choice, we always adhere to local recruitment guidance and adjust based on market conditions in the areas where we operate.

Our robust recruitment approach focuses on the following principles: thinking outside the box, versatility of talent, flexibility and having a long-term perspective.

During 2022, we continued to make sure that our hiring method was as inclusive as possible by adhering to our code of conduct.

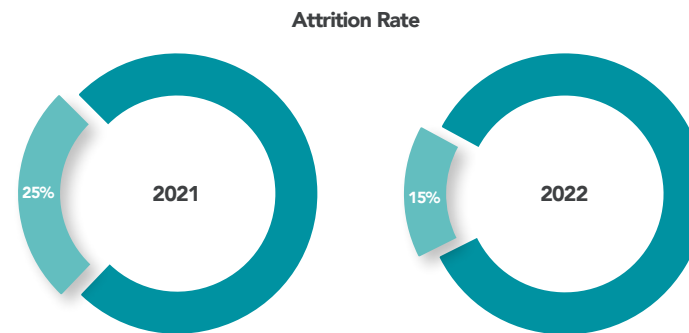


Figure 19: Sphera's Attrition Rate %, 2021 - 2022



Ukraine Intern Program

In July 2022, Sphera created an internship program to help recent graduates and students based in Ukraine begin their careers. The program provided them with real-world experience to help them in their career journeys. The program lasted three months, and the feedback received was extremely positive, both from the Sphera teams involved and the interns. During the internship, interns were placed in different teams, including sales, corporate development, services and technology. Interns were actively engaged in projects and were offered networking opportunities with the executive leadership team and other teams within Sphera. We started the project with six interns, and we were so impressed with the caliber of interns, their work ethic and commitment that we invited an additional eight individuals to join this program.

Diversity, Equity & Inclusion and Non-Discrimination

We recognize the importance of having a diverse and inclusive workforce at all levels of our organization. We understand that having a true representation of the world we live in is vital, not only because we are a global company, but also because we are acutely aware that having a diverse range of perspectives, opinions and expertise fuels our ability to adapt, innovate, create and deliver exceptional results to our customers.

With over 1,000 employees and with entities in over 15 countries, we want to ensure we provide a culture that embraces everyone regardless of our differences. To help employees recognize their unconscious biases, we continued to offer our unconscious bias training to all colleagues.

At the end of 2022, 33% of our executive leadership team was female, while 40% of our global workforce was female.

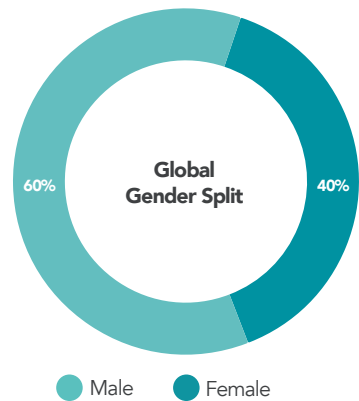


Figure 20: Global Gender Split, 2022

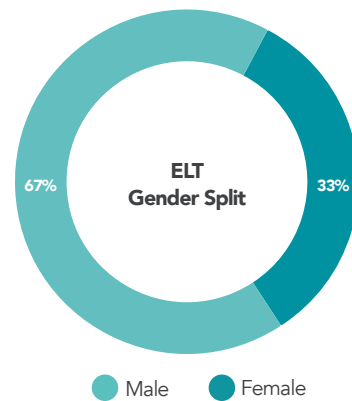


Figure 21: ELT Gender Split, 2022

We are committed to making employment decisions that are based solely on job-related qualifications. We firmly adhere to this principle without any consideration of legally protected characteristics that include age, sex, race, disability, religion, sexuality or other personal attributes. Our commitment to fair and unbiased decision-making begins from the initial hiring process and continues throughout everyone's career at Sphera.



Sphera's Colleague Resource Groups (CRGs)

We believe in the power of employee-led initiatives. For this reason, we have Colleague Resource Groups (CRGs), which are created by colleagues for colleagues. These groups are made up of passionate individuals who share common interests and goals. Through these groups, employees are able to network, collaborate and discuss issues that matter to them.

Women's CRG – Women Excel, Grow, Empower, Transform (WEGET)

WEGET was initiated to promote the professional growth of Sphera's female employees through the transfer of knowledge and skills. Through WEGET, we enable colleagues to build valuable connections and expand their professional network, access new opportunities and perform to their highest ability.

During 2022, this CRG's energy was focused on continuing its successful mentorship program. This six-month program provides valuable support and career advice, helping mentees navigate challenges and set goals to unlock their full potential. Mentees are paired with experienced Sphera leaders based on the specific skills or business areas they want to explore. Through these pairings, mentees can develop their careers and achieve personal growth through talks, weekly meetings with mentors, workshops and networking events.

The mentorship program saw a 45% increase in the number of mentees participating in 2022. In 2023, the CRG hopes to have even greater demand for this program.

One of the most talked about 2022 WEGET events was the women's panel, which was comprised of five female leaders from Sphera's operational leadership and executive leadership teams. Panel members and participants discussed topics such as dealing with imposter syndrome, work-life balance and career changes.

Black Employee Solidarity Team (BEST)

At Sphera, we are proud to have an employee-led group that is dedicated to supporting our colleagues interested in supporting the Black community by promoting broader awareness, understanding and connection around social issues that affect them.

During 2022, BEST played an active role in achieving this by fostering open and honest discussions on key issues and topics during networking events and other opportunities. The activities included a hero spotlight campaign during Black History Month (held in the U.S. during the month of February), through which we highlighted the contributions and accomplishments of Black individuals throughout history. In 2023, we hope to keep providing a safe space to our colleagues to discuss important issues such as racism and bias in the workplace.

Well-Being CRG

We also have a dedicated CRG—the Well-Being Colleague Resource Group—that acts as our go-to resource for all things related to wellness. This group offers tips, videos and articles for our colleagues who want further help and guidance. They also create small wellness challenges like "Wellness Wednesdays," where colleagues share their wellness activities.



"I'm proud to work for a company like Sphera, as they strongly believe in fostering a culture of inclusivity and equality. Being a core team member for our BEST CRG has allowed me the opportunity to have open dialogue about things that impact me not only professionally, but also in my personal life, as I continue to have meaningful conversations with my three sons on the importance of understanding equality and having respect for others in the current world we live in."

Tyrone Washington
Director, Human Resources



"I feel proud to be part of a company that places an emphasis on valuing diversity and enables us to create a space to network, discuss concerns and ideas and empower women. I feel that the support the program receives from everyone in the organization, not just women, speaks volumes about the collaborative culture of Sphera."

Amy Huseth
VP, Inside Sales & Sales Development



Employee Health and Well-Being and a Flexible Working Environment

Employee health and well-being is important to us at Sphera. We believe that the physical, mental and emotional well-being of our employees is essential for their success and fulfillment, as well as for the success of our organization. To support our employees' health and well-being, Sphera provides a range of resources, events and groups. This includes programs customized for each location, videos, personalized advice and mindfulness resources.

Sphera Well-Being Challenge

In 2022, Sphera's Well-Being CRG organized the first annual Sphera Well-Being and Peace challenge, in which participants walked, ran or created their own wellness challenge to increase their well-being. Over 100 Spherions took part in the challenge, using a partner app to track activity. Participants logged an amazing 24,943,570 steps in total! And they made donations to the U.N. Crisis Relief Fund for Ukraine, which Sphera matched in kind.

In addition to providing wellness activities and resources through our CRG, we strive to provide an environment that empowers employees to optimize their productivity. At Sphera, we value trust, autonomy and results. We believe that the best way to promote those values is by allowing employees to adopt a work-life balance that works for them. This flexibility not only fosters a happier and more engaged workforce, but it also ensures we are offering a work environment that is fit for the future.

In 2023, we will continue to promote our Well-Being CRG and look forward to our second annual Well-Being Challenge!

A wide-angle landscape photograph of a mountain valley. In the foreground, a dense forest of green trees covers the lower slopes. In the middle ground, a waterfall cascades down a rocky cliff face. The background features towering, rugged mountains with patches of snow under a blue sky with scattered white clouds. The text "OUR GOVERNANCE" is overlaid in large, white, sans-serif capital letters across the center of the image.

OUR GOVERNANCE



Figure 22: Sphera's Executive Leadership Team as of December 2022

We believe that good governance fosters transparency, accountability and, more importantly, builds trust with our customers, employees and the rest of our stakeholders. We have built robust corporate and operational governance mechanisms that go beyond compliance to prioritize product and service excellence; market-leading research, innovation and thought leadership; and customer satisfaction.

Our Priorities:

- Cybersecurity & Data Privacy
- Client Satisfaction
- Product and Service Excellence
- Research, Innovation and Thought Leadership
- Ethics and Integrity

Our Board and Executive Leadership Team

Our commitment to making a safer, more sustainable and productive world starts at the highest level. Sphera's corporate governance structure is designed to ensure effective oversight of the company's performance and the material risks impacting the business, while fostering informed and ethical decision-making. Our board of directors is the ultimate decision-making body at Sphera, with responsibility for oversight of the company's strategic development, values, business offerings and performance, including Sphera's ESG and sustainability initiatives.

In 2022, Sphera welcomed three new members to its board of directors: Dane Parker, former chief sustainability officer at General Motors Co.; Mark Schlageter, Blackstone senior advisor and formerly Thomson Reuters' first chief customer officer; and David Batchelor, former vice chairman at Marsh, who also serves as our chairman of the board. These additions have bolstered the board's expertise in the areas of risk and sustainability. We also expanded our executive leadership team (ELT) by welcoming Lisa Farrar as our new chief marketing officer. The expertise and experience contributed by these leaders will guide Sphera to new heights.

Our board of directors meets at least quarterly in person to review the performance of the organization and to discuss company goals, material risks and strategic plans. The board appoints our ELT members, and it supports and advises them on matters that are fundamental to the business and its stakeholders. The ELT is tasked with managing Sphera's day-to-day operations.

At the conclusion of 2022, the Sphera ELT consisted of six male members and three female members.

Ethics and Integrity

All Spherions have the responsibility to act ethically, with integrity and accountability at all times—toward each other, our customers, suppliers, other business partners, local governments, communities and all other stakeholders. As a signatory to the U.N. Global Compact, we are committed to upholding the highest standards in conducting our business. Our internal policies and practices enable us to operate ethically and lawfully and according to those standards.

Our Approach

At Sphera, we have a strong ethics and compliance program managed by our legal and compliance team, in collaboration with our human resources and information security colleagues and with oversight by the company's general counsel and ELT.

Our global code of conduct outlines the responsibilities of all Spherions with respect to ethics, compliance and business conduct. It serves as a guide for decision-making, providing information regarding the most common ethical and legal questions that Spherions may face in their day-to-day activities as company ambassadors. Sphera's global code of conduct covers the following topics:

- Diversity and Inclusion
- Workplace Health and Safety
- Conflicts of Interest
- Privacy and Confidentiality
- Acceptable Use of IT Systems
- Record-Keeping and Retention
- Competition and Fair Dealing
- Protection of Company Assets
- Anti-Corruption and Anti-Bribery
- Trade Controls
- Human Rights
- Corporate Sustainability
- Reporting, Investigations and Non-Retaliation

Our code of conduct applies to our board of directors, our officers and all colleagues in all locations in which Sphera operates. The code is reviewed periodically for appropriate updates, and all changes must be approved by the board of directors. All such individuals are required to complete

training on our code of conduct within the first 30 days in their role with the company. In addition to the topics covered by the code, the program also includes training on a broad range of other HR, compliance and information security topics. To confirm their understanding and adherence to our code of conduct and other company policies, all such colleagues are required to complete an attestation when joining Sphera and on an annual basis thereafter. People managers are required to take additional training on topics such as sexual harassment and unconscious bias, and we have a team working to ensure that Spherions around the world complete our required training courses.

While our code of conduct is comprehensive, we understand that it may not anticipate every situation that could arise. To address this, we have an open-door policy that encourages Spherions to seek guidance or clarification from their managers, human resources or the legal department on any company policies, procedures or guidelines, particularly if they are unsure of whether a particular situation or action complies with the code or other company policy. In situations where local laws might conflict with our code of conduct or other company policies, the law always takes precedent.

If a breach of our code of conduct or violation of the law is suspected, colleagues are requested to immediately report it to the legal department, or to their HR or finance representative for matters involving colleagues, contractors, suppliers or service providers. Sphera also maintains an ethics reporting hotline, Ethicspoint, through which anonymous reports or inquiries may be submitted. Prompt investigation and appropriate actions are taken in response to reports, and any inquiries are addressed as quickly as possible. Reports are treated as confidentially as possible, as allowed by law, and as appropriate for the proper resolution of the issue. If we determine that there has been a violation of our code of conduct, company



"Responsible governance is paramount to Sphera. We hold ourselves to the highest standards in all that we do for our customers, our colleagues and our other stakeholders, and we require that our suppliers and other partners uphold those same high standards."

Michelle Belew
General Council

policy or the law, we will initiate appropriate corrective action with the parties involved. We may also report misconduct or violations to the corresponding authorities, as required or otherwise appropriate.

At Sphera, we are committed to maintaining a workplace and a supply chain where workers are treated with respect and dignity, free from modern slavery and human trafficking. Sphera's global statement on modern slavery and human trafficking, including the Modern Slavery Act 2015 of the United Kingdom and the Australia Modern Slavery Act 2018 (Cth), constitutes Sphera's Modern Slavery statement for the financial years ending December 31, 2020, December 31, 2021, and December 31, 2022, which can be found [here](#).

We hold our vendors, suppliers and customers to the same high standard of conduct and ethics that we demand of Spherions, requiring compliance with the law and ethical business practices. We may decline business with a third party if there are doubts about its conduct or practices.

Freedom of Association

We recognize the importance of freedom of association, which encompasses the rights of all workers to freely and voluntarily establish and join groups that promote and defend their occupational interests. Sphera has not implemented policies that are likely to negatively impact workers' decisions to form or join a trade union or to bargain collectively. Sphera endeavors to ensure that its employees can exercise these rights freely and to create an environment in which employees are comfortable doing so.

Cybersecurity and Data Privacy

We are committed to upholding the highest standards for confidentiality, responsibility and integrity when it comes to privacy and data protection. In an increasingly digital world, the threat to confidential data and personal information is real, and safeguarding the data of our employees, customers and all other stakeholders is of utmost priority.

During 2022, we continued to maintain our robust information security program based on the ISO 27001 standard and SOC 2 type 2 attestation. The SOC 2 type 2 attestation was a goal set for 2022, and it was achieved during the year. Achieving the TISAX assessment is a goal for 2023.

We proactively assess vulnerabilities and continually deploy plans to improve and strengthen our data privacy and cybersecurity efforts, including through annual employee training on confidentiality, information security and data privacy. New employees are required to complete their training within 30 days of joining the company and then again on an annual basis. The technology team also conducts monthly internal phishing tests. The difficulty of this testing varies from month to month to help increase awareness and create cyber-aware employees. This type of testing has proven successful in identifying individuals who require and receive additional training.

Cybersecurity

Cybersecurity incidents are taken seriously at Sphera. We have established and maintain a robust incident response plan to promptly address any potential threats. The information security team, led by our chief information security officer (CISO), is responsible for managing and triaging incidents. With support from the legal and compliance teams, the information security team is well-equipped to take appropriate actions to mitigate any cyber incidents. Sphera has also established a formal incident response process that is regularly reviewed and updated, and our information security team works closely with other internal teams to provide a coordinated response to any incident.

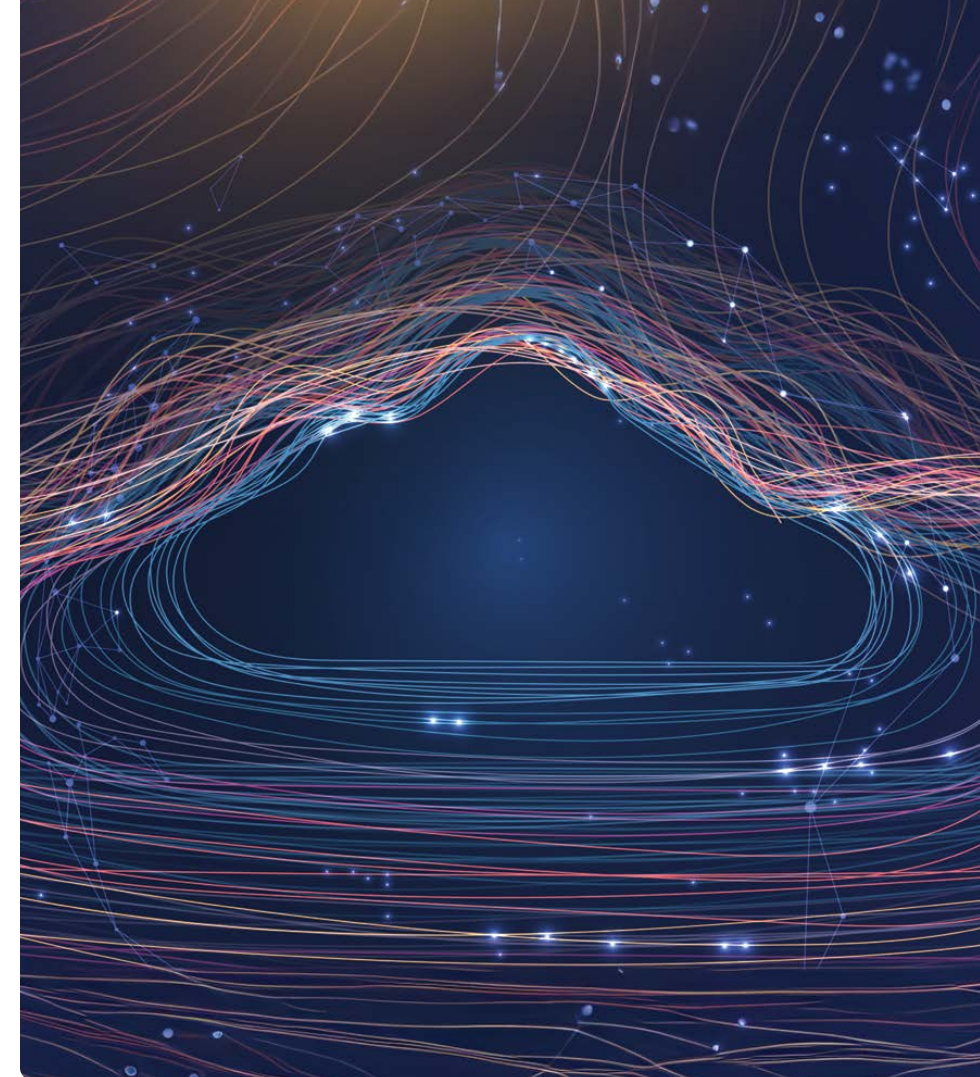
Sphera also maintains a detailed disaster recovery plan, which provides thorough instructions for our response to a major disruption, as well as the recovery and maintenance of essential technology systems and infrastructure. This is supplemented by our business continuity plan, which ensures the ongoing delivery of business services during unforeseen events, such as a pandemic, natural disaster or other environmental disruptions.

In 2023, we will continue streamlining our information security training to make sure we have a cyber-aware workforce. We will also expand our penetration testing, strengthen individual privacy training across the ELT and maintain ISO and SOC 2 Type 2.

Data Privacy

One of the integral parts of our security program is our ISO 27001 certified information security management system (ISMS), which includes policies, processes and controls that address the prevalent threats to information security. Sphera also has a sophisticated data privacy program, managed by Sphera's data protection officer (DPO). The program strictly adheres to the Sphera Data Privacy Policy, which covers the collection and use of data, access to data, audit and remediation to ensure the security of customer data and compliance with applicable privacy law. For further information on this policy, please click [here](#).

Sphera's DPO is responsible for the data privacy program, which covers our data breach response protocol. The DPO can be notified of potential privacy incidents through online forms, by customers through the SCN or via email at securityincidents@sphera.com. We continuously monitor our systems and processes for potential data breach incidents so that we are able to promptly mitigate any such events and notify any affected parties.



"Creating a cyber-aware company is a team effort. We are committed to harnessing cutting-edge innovation and digital solutions that proactively assess our vulnerabilities and create a cyber-aware workforce."

David Schur
Chief Technology Officer

Research, Innovation and Thought Leadership

Innovation is ingrained in our organization, serving as a fundamental core value at Sphera. Our team of experts and our depth of knowledge actively contribute to shaping the ESG landscape. While our dedicated team drives innovation within the ESG space, we recognize the importance of sharing our knowledge and findings with the wider community.

We deliver our insights through a variety of channels, including podcasts, white papers, webinars, events and blog posts. These avenues allow us to reach a diverse audience and foster meaningful discussions. Some of our initiatives are described below.

Events

In 2022, Sphera attended a huge variety of events, ranging from “LCA of Chemical Recycling” to “Incidents Management” and “Carbon Neutral Vehicles.” We continued with a hybrid approach to events that we both hosted or attended. Sphera participated in 51 tradeshows, gaining brand awareness among 20,800 professionals. Additionally, we hosted two virtual summits, with over 1,400 registrants. Interest in our webinars, virtual summits and workshops has increased year on year, with a 123% increase in participation achieved in 2022. This is something we hope to accomplish again in 2023.



Sponsorships:

We were proud to sponsor the Northwestern University Center for Engineering Sustainability and Resilience "Life Cycle Assessment (LCA) Workshop" to support the next generation of LCA experts. The workshop introduced graduate engineering students interested in applying LCA in their research to the fundamentals of using LCAs and provided guidance on their future careers.

In September 2022, we were also a sponsor of the Visionary 200 Sustainability Summit. This program addresses the most significant challenges that sustainability leaders face as they reduce their carbon footprint and build adaptable organizations for the future. During this summit, we facilitated a workshop titled "How to Begin Your ESG Journey - a Roadmap to ESG Success."

Solution Insights:

We share our software, content and consultants' expertise through blogs, white papers, infographics, webinars, videos and a comprehensive glossary section dedicated to safety, sustainability and productivity services and solutions. In 2022 alone, we hosted 30 webinars that had over 2,500 attendees, thus ensuring that our insights and knowledge were seen by the wider ESG community.

Spark:

Our thought leadership repository serves as a hub for content created by Sphera's content writers, subject matter experts and consultants. The aim is to spark conversations about safety, sustainability and productivity topics.

Top Articles

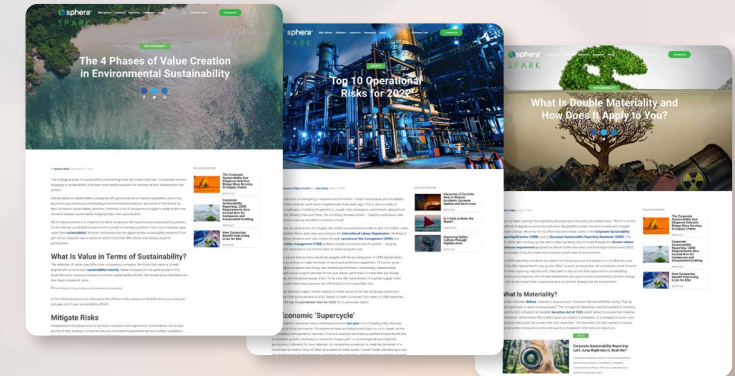


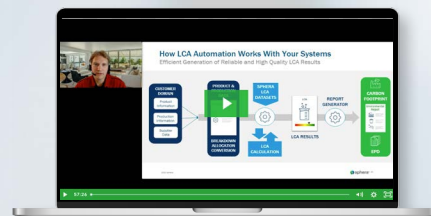
Figure 24: Sphera's Top Articles, 2022

The SpheraNow Podcast offers thought-provoking and insightful discussions with our experts in environment, health, safety and sustainability (EHS&S); operational risk management (ORM); supply chain risk management (SCRM); and product stewardship. Listeners gain access to the latest news, regulation updates and industry insights. During 2022, we hosted a total of 14 podcasts.

Top Webinars



ESG Virtual Summit June 2022



LCA Automation



EHS&S - Getting Ready for Mandatory Climate Risk Reporting

Figure 23: Sphera's Top Webinars, 2022

Top Podcast



Figure 25: Sphera's Top Podcast, 2022

Sphera Safety Report

During 2022, we published our seventh annual Safety Report.

This thought-provoking report is based on our international survey of 280 process safety and operational risk management professionals from around the globe, belonging to more than 15 different industry segments, including Oil & Gas, Chemicals/Petrochemicals, Energy and Construction.

To learn more about our Safety Report, please click [here](#).

Sphera Consumer Landscape Report

Sphera surveyed 1,200 consumers across the U.K., U.S. and Germany to gain valuable insight into the thoughts of individuals from some of the world's biggest consumer markets. The report reveals that unaffordable green products and inaccessible or unreliable product data is hampering sustainable buying choices and behaviors.

To learn more about this report, please click [here](#).

We are committed to sharing our knowledge and insights with stakeholders to foster meaningful collaborations and ignite compelling conversations within the ESG space. Our commitment to thought leadership is key to supporting our mission of achieving a safer, more sustainable and productive world.



"Using the knowledge and expertise gained through collaboration with our customers and exposure to their daily challenges, we can then share valuable insights and solutions for today's complex issues. In this way, we can make the planet a better place for everyone."

Lisa Farrar
Chief Marketing Officer

Safety Report Key Findings:

1. 69% of respondents report a gap between their company's process safety goals and process safety as they experience it. In a typical month, 33% of scheduled safety-critical maintenance is NOT conducted.
2. 96% of respondents believe technology helps or has the potential to help enable effective process safety and operational risk management. However, only 11% make full use of technology solutions available for compliance and improved, predictive decision-making.
3. 87% of respondents say that process safety management fits their ESG program.
4. 42% of respondents say that process safety is managed only as a compliance obligation within their organization.

Figure 26: Sphera Safety Report

Consumer Landscape Report Key Findings:

1. Amid record-breaking inflation, only one in five consumers would definitely pay extra for green products and only 13% see sustainability as a deciding factor in product choice.
2. Price and information are cited as the biggest barriers to sustainable behavior change among consumers.
3. Just 10% completely trust brand promises on climate change and only 10% find it very easy to get reliable sustainability data.
4. Young consumers have the lowest level of extreme concern about the climate crisis and are among the least committed to sustainable behavior change.

Figure 27: Sphera Consumer Landscape Report



Customer Satisfaction

Being customer-centric is one of Sphera’s core values, and we take pride in providing a user experience that meets our customers’ unique needs and ambitions. With thousands of customers relying on our content, software solutions and consulting services, we connect with them through customer engagement surveys to ensure that we are providing the best service possible.

The Sphera Customer Network (SCN) has proven successful in streamlining our communication with our customers. It helps us understand any pressing issues through a click-to-chat functionality that connects customers to the Sphera Customer Care Team in a quick and easy way. The SCN also provides customers with resources and educational materials, as well as the ability to raise tickets and provide feedback. Through this platform, we can provide support 24 hours a day, seven days a week.

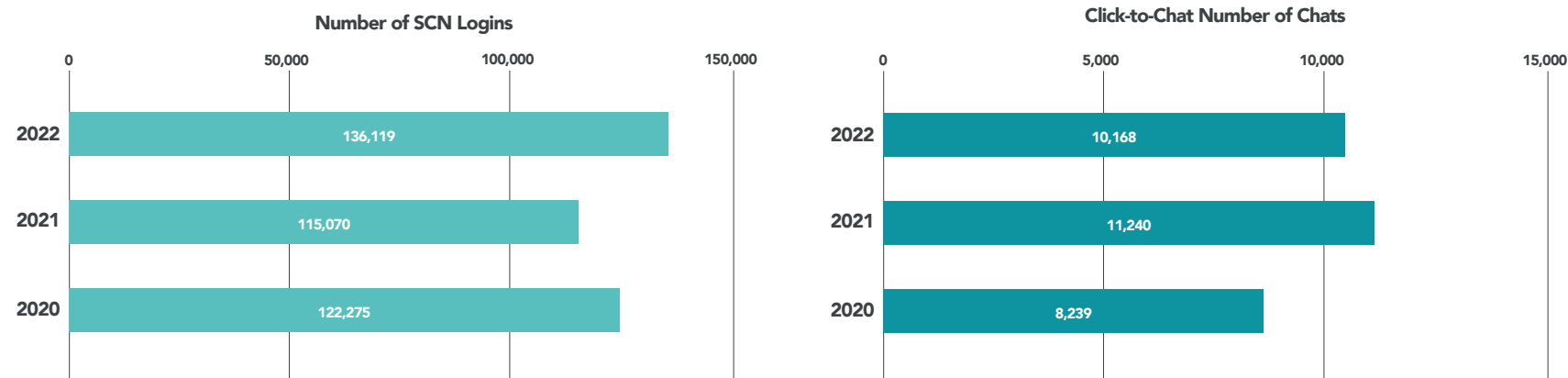


Figure 28: SCN Logins¹ and Click-to-Chat Numbers, 2022

¹The majority of the SCN logins are customer-related in terms of customer support and work being done on the behalf of the customer, including logins by the customer passed through the SCN to access product help.

During 2022, we continued to retain 100% of our tier 1 customers, and we achieved 103% net retention overall. We met our goal of increasing the operational capacity of our account management team by a further 20% from 2021, which has translated into an increase in our capacity and our dedication to working more closely with customers.

In the coming year, we want to continue to support our customers in achieving meaningful ESG outcomes and shift from an industry-specific focus to a customer-specific focus, so we can provide even more refined solutions to our customers. We also want to expand our services and offerings and continue to provide excellent customer satisfaction.



“Our deep consulting expertise, together with our products and decades worth of knowledge, allow us to deliver a 360-degree ESG view to our customers that helps them navigate their challenges with tailored solutions.”

Michael Cochran
Chief Revenue Officer



WHAT COMES NEXT

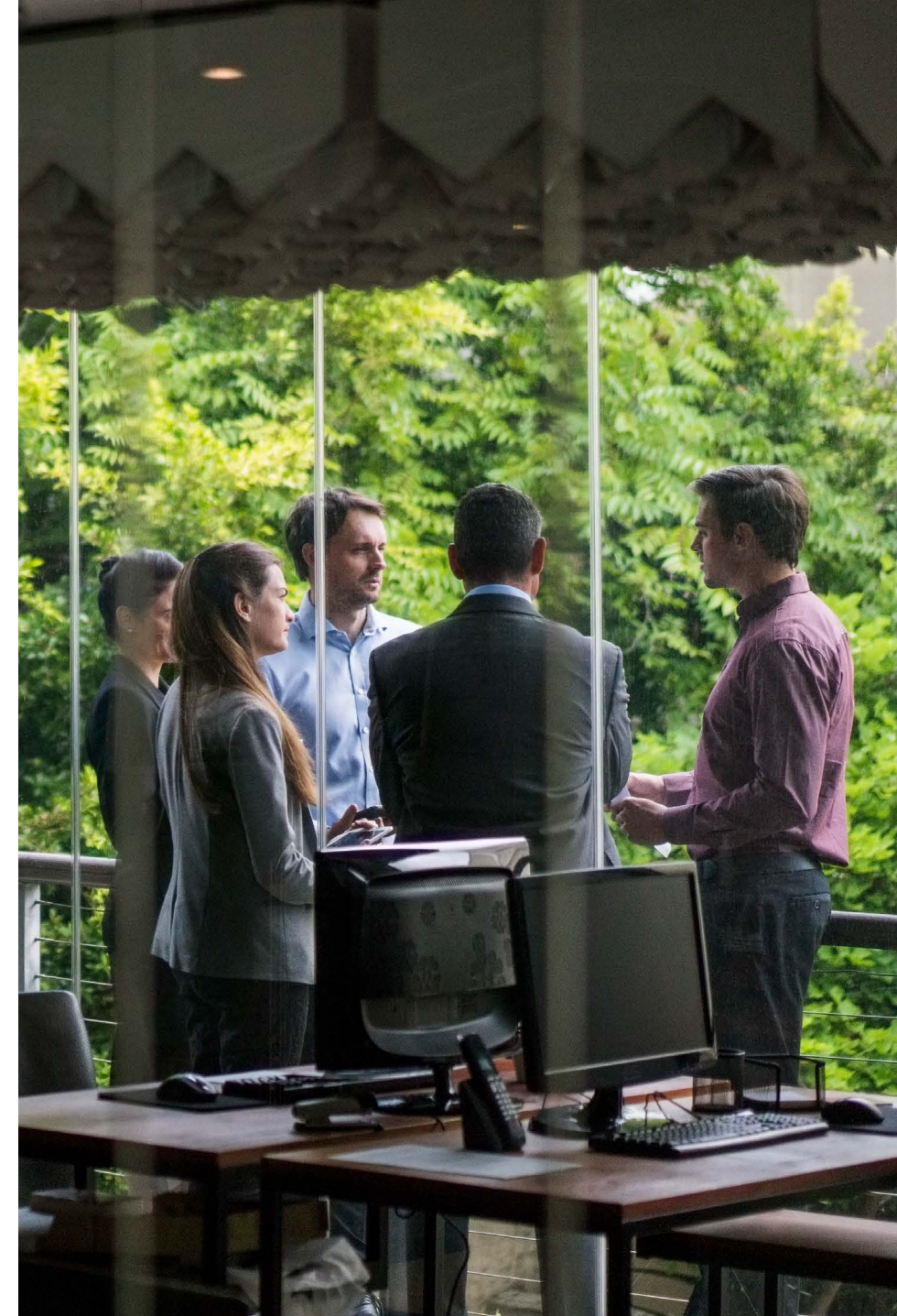
Our annual ESG report is a key component of our commitment to transparency. The report allows us and our stakeholders to gauge our progress against our goals, helping us to validate our approach and course correct where necessary. Overall, the report holds us accountable for our performance as it relates to the ESG framework.

At Sphera, we are intent on continuous improvement, and with this report, we reflect on our successes, identify areas for improvement and chart the way forward.

Year	Targets
2019 - 2021	<ul style="list-style-type: none"> ✓ Conducted materiality assessment ✓ Collected baseline data for material topics ✓ Calculated Scope 1 and 2 emissions ✓ Identified Scope 3 material categories ✓ Calculated Scope 3 emissions
2022	<ul style="list-style-type: none"> ✓ Identified key performance indicators and targets for material topics ✓ Calculated our Science-Based Targets (SBTs) ✓ Linked our actions and contributions to Sustainable Development Goals (SDGs) ✓ Introduced Sustainable Purchasing Guidelines
2023	<ul style="list-style-type: none"> • Develop robust action plans for the management and improvement of material topics • Submit and verify our SBTs • Continually monitor our KPIs • Continually improve data granularity and accuracy
2024	<ul style="list-style-type: none"> • Continually monitor our KPIs and targets • Conduct new materiality assessment

Figure 29: Sustainability Program Timeline, 2019 - 2024

We look forward to sharing our progress in future ESG reports as we continue our mission to create a safer, more sustainable and productive world. In the meantime, stay tuned for additional news about our company, our ESG and sustainability initiatives and our continued growth [here](#).



An aerial photograph showing a dense green forest on the right side, bordering a dark blue lake on the left. The forest consists of various types of trees, including tall, thin ones and shorter, bushier ones. The lake's surface is calm, reflecting the sky and the surrounding greenery. The word "APPENDIX" is overlaid in large, white, sans-serif capital letters on the left side of the image.

APPENDIX

Our Data

This section showcases Sphera in numbers to provide a deeper understanding of our ESG metrics.

Investing in Spherions

GRI 404-01 Training Hours:

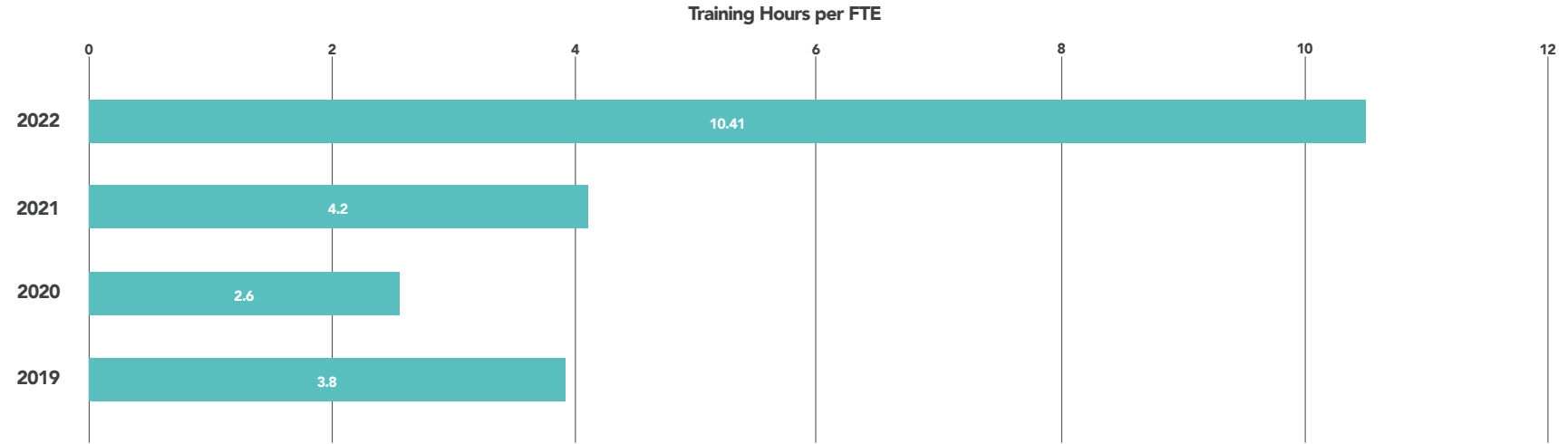


Figure 30: Training Hours per FTE, 2019 - 2022¹

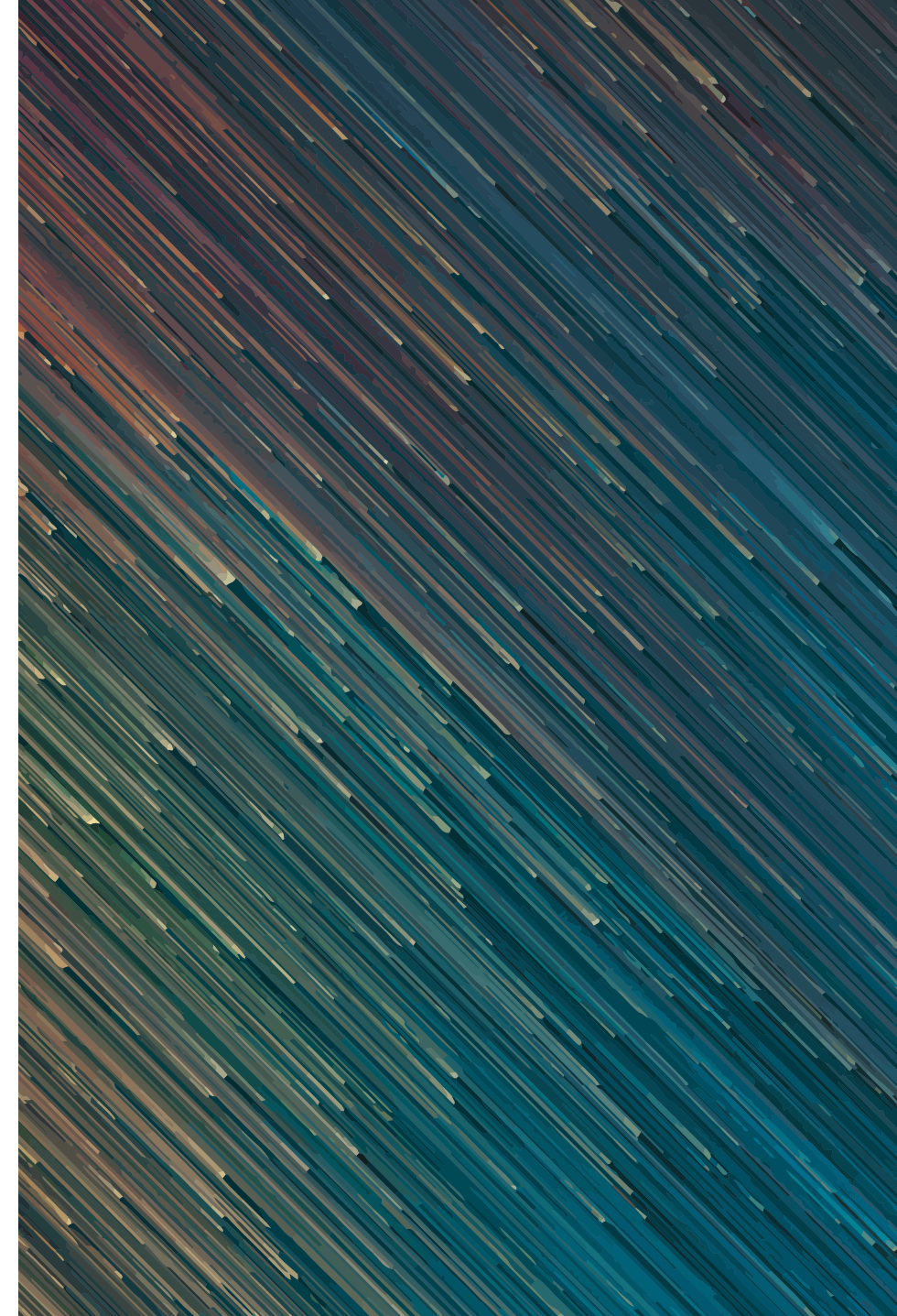
	Training Hours	Number of Employees	Average Number of Training Hours
Male	6,109.85	553.50	10.47
Female	4,068.89	393.50	10.34

Figure 31: Training Hours per FTE by Gender, 2022¹

	Training Hours	Number of Employees	Average Number of Training Hours
ELT	56.92	9.00	6.32
Senior Management	306.52	31.20	9.82
Middle Management	1,575.71	181.90	8.66
Non-Management	8,239.58	752.80	10.95

Figure 32: Training Hours per FTE by Employee Category, 2022¹

¹FTE has been calculated as an average for the full year. Training hour figures do not include our riskmethods colleagues.



Diversity, Inclusion and Non-Discrimination

GRI 405-1

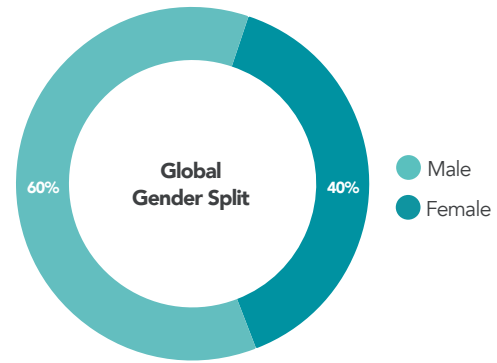
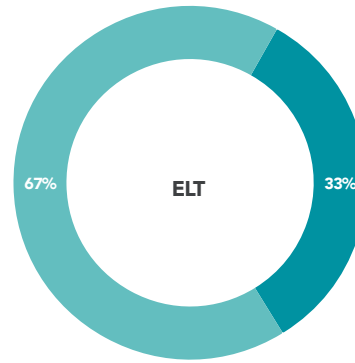


Figure 33: Global Gender Split, 2022¹



Sphera Gender Split by Employee Category

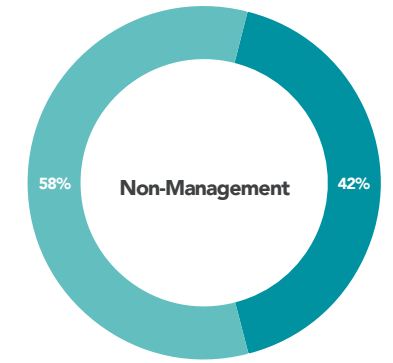
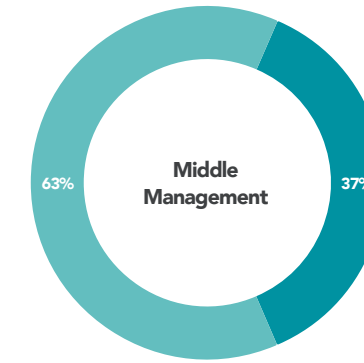
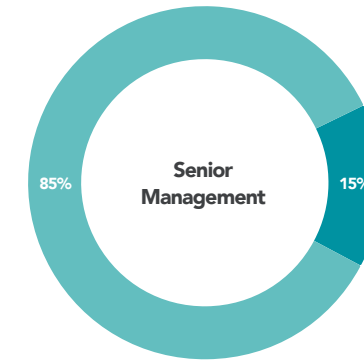


Figure 34: Gender Split by Employee Category, 2022¹

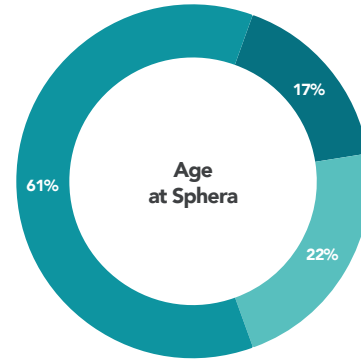


Figure 35: Age at Sphera, 2022¹

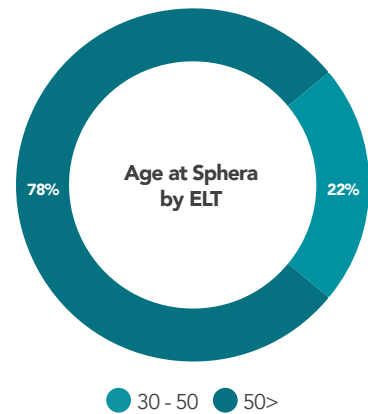
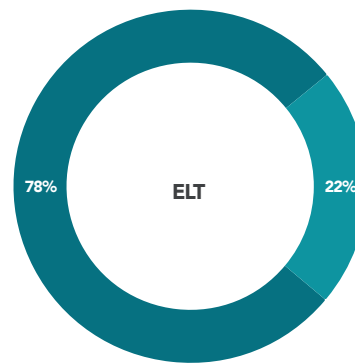


Figure 36: Age at Sphera ELT, 2022¹



Age at Sphera by Employee Category

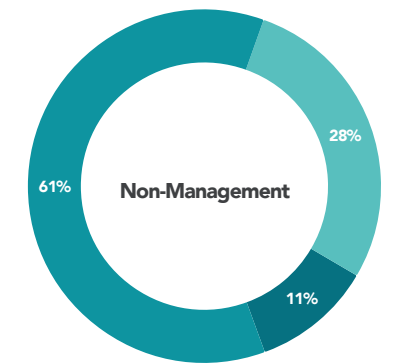
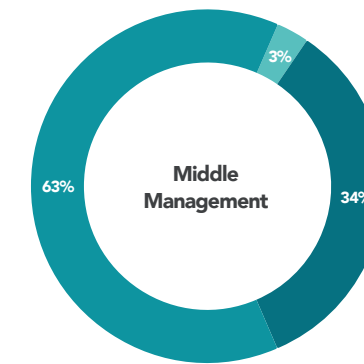
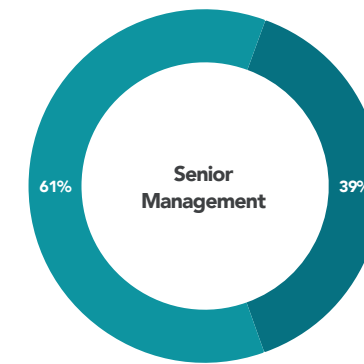


Figure 37: Age at Sphera by Employee Category, 2022¹

¹FTE has been calculated as an average for the full year.

Talent Attraction and Retention

GRI 401-1

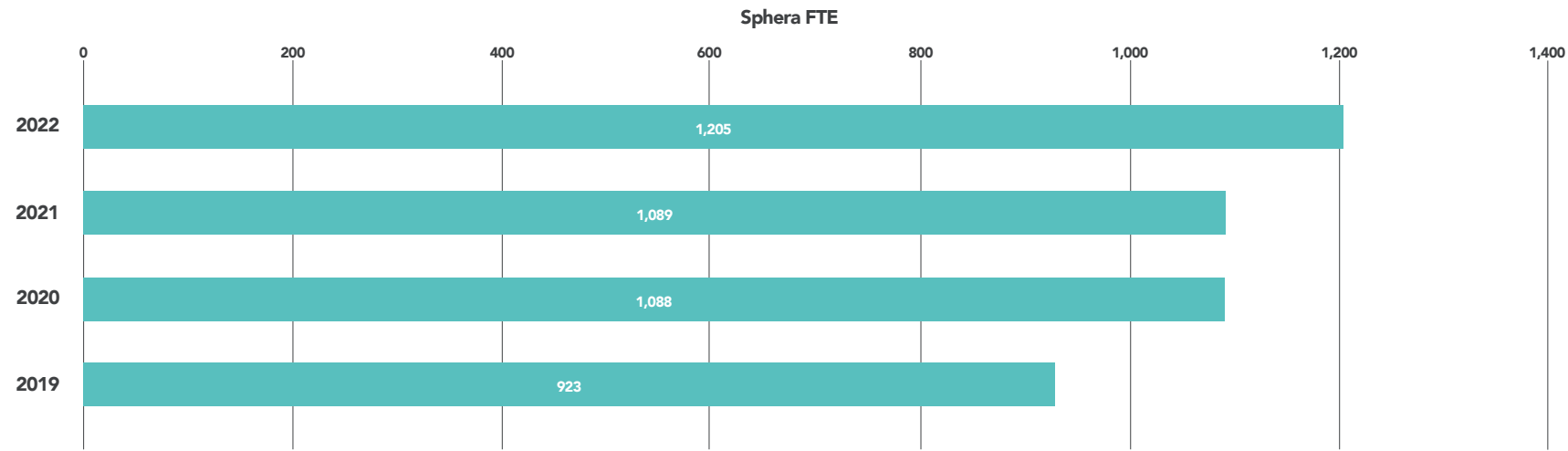


Figure 38: Headcount at Sphera, 2019 - 2022¹

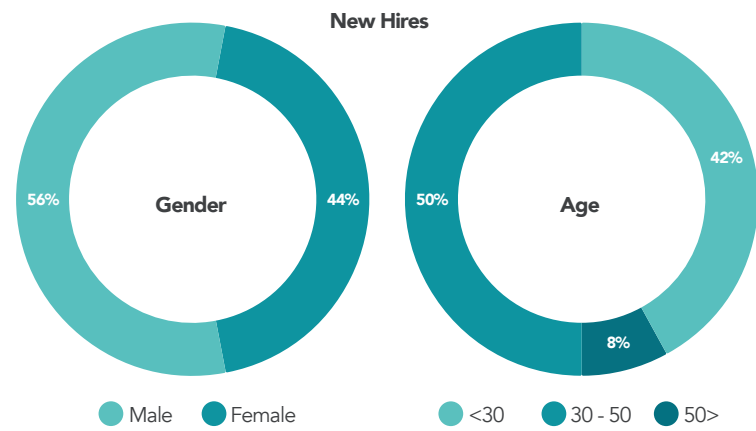


Figure 39: Percentage of New Hires by Gender, 2022¹

Figure 40: Percentage of New Hires by Age, 2022¹

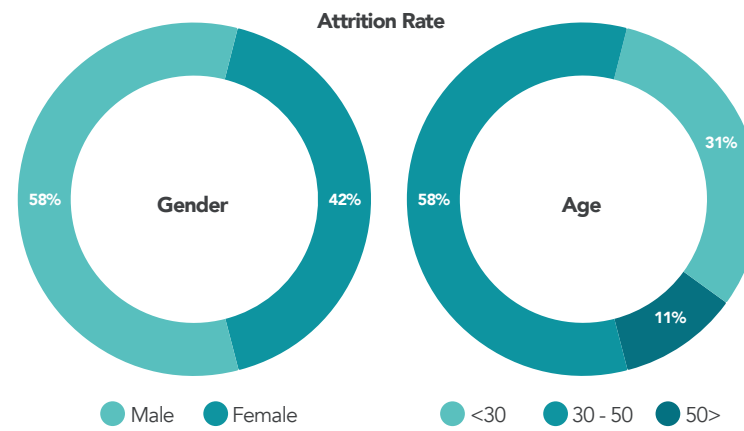


Figure 41: Percentage of Attrition Rate by Gender, 2022¹

Figure 42: Percentage of Attrition Rate by Age, 2022¹

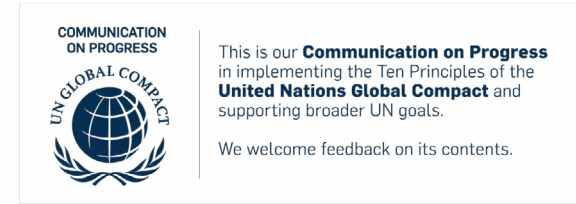
¹FTE has been calculated as an average for the full year.

Disclosure Index

This report was prepared in reference to the GRI Standards and serves as our Communication on Progress to the United Nations Global Compact (UNGC). The 10 U.N. Global Compact (UNGC) principles, together with the Sustainable Development Goals (SDGs) and SASB accounting standards, are cross-referenced in the index below against the GRI standards.

Sphera has been a signatory to the UNGC since 2021. This report has not been externally assured.

Sphera Solutions has reported the information cited in this GRI context index for the period January 1, 2022 - December 31, 2022, with reference to the GRI Standards. GRI used: GRI 1 Foundation 2021



Section	GRI Standard	SASB	Page	UNGC Principle	SDG
Message from CEO					
Report Highlights					
Who We Are	Disclosures: 2-1, 2-6				
Our ESG Approach and Scope of This Report	Disclosures: 2-1, 2-2, 2-3, 2-22				
Our Offering	Disclosures: 2-6				SDG 9
Collaborations and Alliances	Disclosures: 2-28				SDG 17
Materiality Assessment	Disclosures: 3-1, 3-2			Principle 8	
Stakeholder Engagement	Disclosures: 2-16, 2-25, 2-29				
Environmental	Disclosures: 2-4			Principle 8	
Collaborations with Customers					SDG 13
Emissions Methodology				Principle 8	
GHG Emissions ¹	Disclosures: 302-1, 302-2, 302-3, 305-1, 305-2, 305-3, 305-4, 305-5	TC-SI-130a.1, TC-SI-130a.2, TC-SI-130a.3		Principle 8	SDG12, SDG 13
Emissions Reduction Commitments					SDG 13
Blackstone Emissions Reduction Program					SDG 13
Social					
Our People					
Colleague Engagement		SV-PS-330a.3, TC-SI-330a.2			
Investing in Spherions	Disclosures: 404-2, 404-3				

Section	GRI Standard	SASB	Page	UNGC Principle	SDG
Recognizing Spherions					
Talent Attraction and Retention		SV-PS-330a.2			
Diversity, Inclusion and Non-Discrimination				Principle 6	SDG 5
CRGs					
Employee Well-Being and Health and a Flexible Working Environment					SDG 8
Governance					
Our Board and Executive Leadership Team	Disclosures: 2-9, 2-11, 2-12, 2-13, 2-14				SDG 5, SDG 8
Ethics and Compliance	Disclosures: 2-23, 2-24, 2-26, 205-1, 205-2	SV-PS-510a.1		Principles 1, 2, 3, 4, 5 and 10	SDG 8, SDG12
Freedom of Association	Disclosures: 2-30			Principle 3	
Cybersecurity and Data Privacy	Disclosures: 418-1	SV-PS-230a.1, SV-PS-230a.2, TC-SI-220a.1, TC-SI-230a.2			
Customer Satisfaction					
Research, Innovation and Thought Leadership at Sphera					SDG 9
What Comes Next				Principle 8	
Our Data	Disclosures: 2-7, 2-8, 305-1, 305-2, 305-3, 305-4, 305-5, 401-1, 405-1	SV-PS-330a.2, SV-PS-000.A, SV-PS-000.B, TC-SI-330a.3			

¹Due to the complexity and granularity of the data required to calculate the emissions related to the use of our sold products, Sphera is unable to present this category within this report; however, we are exploring ways to share this in future reports.

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About Sphera

Sphera creates a safer, more sustainable and productive world. We are a leading global provider of environmental, social and governance (ESG) performance and risk management software, data and consulting services with a focus on Environment, Health, Safety & Sustainability (EHS&S), Operational Risk Management (ORM), Supply Chain Risk Management (SCRM) and Product Stewardship.



For more information about our ESG report, please contact esg@sphera.com.

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