

improving 



**CORPORATE
SOCIAL
RESPONSIBILITY**

2023

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INTRODUCTION

Welcome to Improving's Sustainability Report. This report serves as a comprehensive overview of our commitment to sustainability and our efforts to create a positive impact on both a local and global scale. As a company with a presence in Mexico, the United States, and Canada, we recognize the importance of transparently sharing our sustainability initiatives with all stakeholders.

At Improving, we are guided by a higher purpose – to change the perception of the IT industry and drive positive change in the world. Rooted in the philosophy of Conscious Capitalism, we prioritize purpose beyond profit and strive to create value for the entire business ecosystem. Our culture is built on guiding principles that emphasize trust, care, and service, fostering an environment where innovation and sustainability thrive.

ABOUT IMPROVING

Improving is a modern digital services company that provides enterprise software consulting, development, and training to Fortune 500 and Global 1000 enterprises across the world. Our innovative solutions have helped thousands of our clients realize their tactical and strategic business objectives, allowing them to achieve great new heights in a competitive and ever-changing market.

At Improving, we are redefining the landscape of modern technology services across North America. Our expertise converges to meet every technological challenge of our clients with a unique focus on stakeholder value and usability. Our unique approach integrates advanced areas like platform engineering, AI/ML, and modern data strategies with core business functions such as agility, automation, and collaboration. This synergy ensures not only functional software, but a complete transformation of business processes and output.

Providing an outstanding work culture is at the forefront of what we do. By producing an environment that generates joy, we believe that our people will be inspired and motivated while also establishing deep-rooted personal and professional relationships along the way. At Improving, our optimistic approach toward open communication, personal growth, and shared rewards has resulted in our sustainable success. At the heart of Improving is our set of core values.

IMPROVING'S GUIDING PRINCIPLES

- Our Philosophy: Conscious Capitalism.
- Our Ambition: Change the perception of the IT professional.
- Our Promise: Cultivate environments of trust.
- Our Commitment: Create a great place to work.
- Our Identity: Excellence, Involvement, Dedication.

OUR PHILOSOPHY

Our philosophy is rooted in the Conscious Capitalism movement.

- Purpose: Conscious businesses focus their purpose beyond profit.
- Culture: Culture is the guiding principles and practices of a business.
- Stakeholder: Conscious businesses recognize the importance of creating value for the entire business ecosystem.
- Leadership: Conscious leaders purposefully cultivate an environment of trust, care, and service.

OUR AMBITION

Our ambition is to change the perception of the IT professional.

OUR PROMISE

Our promise is to cultivate environments of trust. We consider it our first responsibility each day to build trust with and for our clients, partners, communities, and others.

13 BEHAVIORS OF TRUST

SPEED OF TRUST BY STEPHEN M.R. COVEY

1. Talk Straight
 - Be honest.
2. Demonstrate Respect
 - Fairness, kindness, civility.
3. Create Transparency
 - Be open and authentic.
4. Right Wrongs
 - Apologize quickly, humility.
5. Show Loyalty
 - Give credit to others.
6. Deliver Results
 - Establish positive track record.
7. Get Better
 - Continuous learning and growing.
8. Confront Reality
 - Address issues and lead courageously.
9. Clarify Expectations
 - Create shared vision up front.
10. Practice Accountability
 - Hold yourself and others accountable.
11. Listen First
 - Genuinely understand others' opinions.
12. Keep Commitments
 - Do what you say you are going to do.
13. Extend Trust
 - Extending trust creates reciprocity

OUR COMMITMENT

We aim to create a great place to work by cultivating an environment that fosters authentic, long-term professional and personal relationships, sharing in the success and accomplishments of the company, promoting open and honest communication, providing creative ways for each of us to learn and grow, and encouraging a positive atmosphere that is both friendly and fun. Top of Form

IMPROVING'S VALUES

Our identity is created by our three core values: Excellence, Involvement and Dedication.

EXCELLENCE – RISE ABOVE

Not an occasional act, but a persistent habit

- Inspire others by what we do and how we do it.
- Build trust by continually exceeding the expectations of clients and coworkers.
- Be resourceful, yet humble enough to seek assistance.

INVOLVEMENT – GO BEYOND

Our success is a consequence of our collective involvement.

- Find a way to contribute; for when you do, opportunity often presents itself.
- Greatness is never guaranteed, and it is rarely achieved by doing the minimum.
- Actively plan and commit to personal growth.

DEDICATION – GIVE FREELY

Involves thinking of others more without thinking less of ourselves.

- Be generous with your time, knowledge, and experience.
- Enjoy and celebrate the achievements of others.
- Own the company name as if it were your own.

SUSTAINABILITY EFFORTS AT IMPROVING

Our sustainability mission is to create a positive impact on the communities where Improving operates by aligning our actions with the UN Global Compact and the Sustainable Development Goals agenda to the 2030. We aspire to be recognized globally within the IT ecosystem as a sustainable company. Our purpose is to provide added value to communities both within and outside our company, while promoting a safe and inclusive work environment.

In this report, we aim to highlight the collective efforts of our enterprises across North America, showcasing the innovative practices and initiatives that are driving sustainable growth. From environmental stewardship to social responsibility, we are committed to measuring our impact and setting new goals for a sustainable future.

Throughout this report, you will find detailed insights into the initiatives and projects undertaken by Improving and its enterprises. We are proud to share the contributions of our dedicated team members, whose passion and commitment have propelled us towards our sustainability goals.

We extend our gratitude to our corporate partners and every Improver who has contributed to our sustainability initiatives. Together, we are making a difference and shaping a better world through the transformative power of technology.

Thank you for joining us on this journey towards a more sustainable future.

CROSS-CUTTING SUSTAINABILITY PRACTICES

In this section, we dig into our cross-cutting sustainability practices, categorized into four pillars inspired by the principles of the UN Global Compact: environmental efforts, labor practices, human rights, and anti-corruption practices. These practices encompass a range of initiatives that apply universally across Improving, as well as specific endeavors tailored by individual enterprises' efforts.

Furthermore, our commitment extends beyond organizational boundaries, aligning with the United Nations' 2030 Sustainable Development Goals (SDGs). These global objectives serve as a guiding framework for our efforts, encompassing priorities such as poverty eradication, gender equality, climate action, and sustainable economic growth. Aligning with nine key SDGs, Improving is dedicated to driving positive change and contributing to a more equitable and sustainable future for all.

- **Goal 1: No Poverty:** Improving addresses poverty through various means, including providing job opportunities, skills training, and supporting community development projects aimed at alleviating poverty.
- **Goal 2: Zero Hunger:** Improving contributes to this goal indirectly by supporting food security initiatives, promoting sustainable agriculture practices, and raising awareness about hunger-related issues within communities.
- **Goal 3: Good Health and Well-Being:** Improving promotes employee health and well-being through initiatives such as wellness programs, mental health support, and access to healthcare resources.
- **Goal 5: Gender Equality:** Improving is committed to gender equality by promoting diversity and inclusion in the workplace, ensuring equal opportunities for all employees regardless of gender, and supporting initiatives that empower women and girls.
- **Goal 8: Decent Work and Economic Growth:** Improving is dedicated to creating decent work opportunities, promoting fair labor practices, and fostering economic growth by supporting entrepreneurship, innovation, and skills development.
- **Goal 10: Reduced Inequalities:** Improving aims to reduce inequalities within and outside the organization by fostering an inclusive work culture, advocating for social justice, and supporting marginalized communities through various outreach programs.

- Goal 13: Climate Action: Improving actively works to mitigate climate change by reducing its carbon footprint, implementing sustainable practices, and supporting initiatives that promote environmental conservation and resilience.
- Goal 15: Life on Land: Improving supports biodiversity conservation and ecosystem restoration efforts, promoting sustainable land use practices and environmental stewardship to preserve terrestrial ecosystems and biodiversity.
- Goal 16: Peace, Justice, and Strong Institutions: Improving supports peacebuilding, access to justice, and the promotion of strong institutions by upholding ethical business practices, promoting transparency, and supporting initiatives that strengthen governance and the rule of law.

SUSTAINABILITY MISSION

To implement initiatives that reduce poverty, foster gender equality, promote climate action, and strengthen justice, with the goal of enhancing both our internal operations and the global community we serve.

SUSTAINABILITY VISION

To be a leader in creating lasting positive impact by promoting sustainability, equality, and well-being at all levels of our organization and society.

SUSTAINABILITY PURPOSE

To contribute to a more equitable and sustainable global future through responsible practices aligned with the UN Sustainable Development Goals.

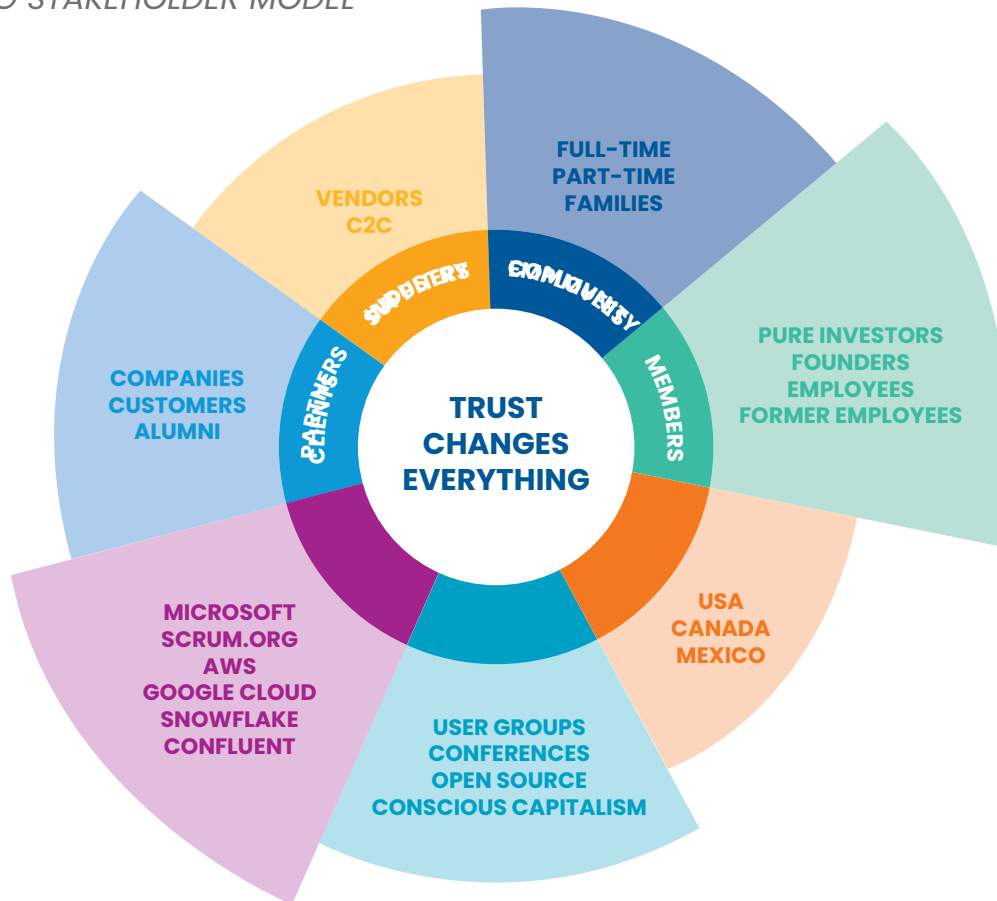
RELATIONSHIPS WITH OUR STAKEHOLDERS

In this section, we delve into the profound influence our initiatives have had on stakeholders. From fostering vibrant communities to sharing expertise and insights, our efforts have left a lasting impression on diverse audiences. Explore the impactful outcomes and meaningful engagements that have characterized our stakeholder interactions in 2023.

The primary stakeholders in 2023 encompassed clients, employees, partners, suppliers, government, chambers, universities, employees' families, the LGBTQ+ community, society, priority attention group individuals, charitable organizations, and the environment.

INTEREST GROUP IN 2023

IMPROVING STAKEHOLDER MODEL



It is guided by six important pillars for the organization, which aim to promote the well-being of employees, clients, and everyone in the company, to provide a dignified work environment guided by conscious capitalism.

MODEL IN ACTION

CODELAUNCH 2023



CODELAUNCH

A seed accelerator competition that provides thousands of dollars in professional services to pre-MVP startups. It bridges the gap between non-technical founders and top-tier software development firms, offering essential seed services like product development. Acquired by the technology consulting firm Improving in 2019, CodeLaunch has grown into a dynamic and influential platform, known for its exciting showcase events that blend venture capital and entertainment, known as "venturetainment."

COMMUNITY WORKSPACES

A comfortable and dignified work environment equipped with quality tools is essential for employee well-being and productivity. A suitable workspace not only improves the physical and mental health of workers, reducing stress and illness, but also fosters motivation and engagement. Additionally, access to quality equipment enables employees to perform their tasks efficiently, avoiding frustrations caused by inadequate tools. A good work environment also helps retain talent, increase satisfaction and a sense of belonging within the organization.

GENEROUS ADVOCATE

Each enterprise will be a spark of generosity, representing programs dedicated to making lives better. The winners will not only receive accolades but also tangible support:

- 🏆 1st: \$5K USD
- 🥈 2nd: \$4K USD
- 🥉 3rd: \$3K USD
- 🏆 4th: \$2K USD

Even if your nomination doesn't secure a top spot, they will not be left out!
All nominations receive a meaningful \$1,000 USD donation.

OUTREACH ACTIVITIES

In 2023, our dedication to stakeholder engagement resulted in notable achievements across various outreach initiatives throughout our enterprises:

USER GROUP EVENTS HOSTED

846 events provided platforms for knowledge sharing and community building. 21,637 attendees participated in these events, fostering collaboration and learning.

SPEAKING ENGAGEMENTS

We delivered 389 speaking engagements, disseminating expertise and insights. A These engagements reached 20,258 individuals, amplifying our impact and influence.

IMPROVING TALKS EVENTS

49 Improving Talks events facilitated dialogue and innovation. With 2,688 attendees, these events sparked discussions and networking opportunities."

SUPPLIER RELATIONSHIP

We advocate for equal opportunities within our product or device procurement processes, consistently upholding principles of integrity, legality, and transparency throughout the supplier selection procedure. We are committed to ensuring timely and contractually agreed-upon payments to our suppliers.

Furthermore, we expect our suppliers to fulfill their tax and labor responsibilities. In cases where any supplier breaches the established terms due to illicit or unethical conduct, our company retains the right to terminate the contractual association.

In the context of selecting suppliers for high-impact projects, we engage in a quotation-based bidding process, aimed at securing the optimal blend of service, pricing, and quality for our operations. Throughout this process, we maintain impartiality and offer equal opportunities to all potential providers.

CUSTOMER SURVEY NPS 2023

In line with our commitment to fostering a positive organizational culture, Improving prioritizes client satisfaction and feedback. In 2023, Improving conducted 32 customer interviews to gauge satisfaction and perception of our services, yielding an impressive Net Promoter Score (NPS) of 78% and an average score of 9.1 out of 10. Most interviewees were classified as NPS 'promoters', emphasizing Improving's strong reputation among clients.

Notably, clients lauded Improving for its high-quality resources, seamless integration within client organizations, and proactive approach in addressing issues. However, areas for improvement were also identified, including pricing concerns, challenges with nearshore and offshore resources, and the need for enhanced strategic partnerships and cross-selling efforts. Despite these opportunities, clients expressed confidence in Improving's potential for growth and continued success.

| Category | Percentage |
|------------|------------|
| Promoters | 81% |
| Passives | 16% |
| Detractors | 3% |

This data underscores our unwavering focus on cultivating a culture of excellence and continuous improvement.

TESTIMONIALS

"Improving can be a force multiplier for a tech company and help scale growth. Their commitment to excellence and innovative solutions make them an indispensable asset for any organization looking to thrive in the digital landscape."

"When we are trying to move fast, I reach out to our Account Manager. It's more of a sure thing. Improving responsiveness and reliability have been crucial in meeting our project deadlines and exceeding client expectations."

"I don't think I could speak more to their professionalism; they are great to work with. Improving's dedication to delivering high-quality work and fostering collaborative partnerships sets them apart in the industry."

TRAININGS TO CUSTOMERS

As part of the stakeholder map, clients emerge as the primary focus. In the following section, we delve into our commitment, follow-up, and engagement with them, highlighting the positive impact and the transformation of perception within the IT industry that Improving is affecting across our client base.

TRAININGS TO CLIENTS

CERTIFICATIONS

We understand how important certifications are in present workforce. Our trainers offer a plethora of certification courses, from Agile to Kanban and more. These courses come with multiple chances to take and receive some of the top certifications in industry. Here are a few of the industry recognized certification courses we provide for Scrum Masters, Product Owners, Developers and Scaling Scrum.

- Professional Scrum Master (PMS) Certification Course
- Professional Agile Leadership - Essentials (PAL-E) Certification Course
- Professional Scrum Product Owner (PSPO) Certification Course
- Applying Professional Kanban (APK) Certification Course

GOVERNMENT

In 2023, we built a strong relationship with the governments of Jalisco and Aguascalientes. In Jalisco, we provided two training sessions to members of the community in a women's entrepreneurship program, with 100 women receiving I Am Remarkable training from a director at Improving. We also delivered Scrum training to a group working within the Zapopan municipality.

At our CodeLaunch event, where we accelerate startups with technology solutions, one of the judges was the Secretary of Economic Development. They provided the venue for two especially important pre-final events. The collaboration between the government and Improving was tremendous.

Additionally, we held discussions with the Governor of Aguascalientes to establish a stronger partnership with their administration and local universities.

UNIVERSITIES AND STUDENTS

To cultivate emerging talent, Improving is dedicated to maintaining an active presence among universities and students across the country. Consequently, we have established 11 agreements with diverse universities, delivering presentations and engaging with campuses throughout 2022. We also conducted 18 virtual talks for various universities. The universities we collaborated with include:

1. Instituto Tecnológico Superior de Lerdo
2. Universidad Tecnológica Metropolitana de Aguascalientes
3. Centro Universitario de Tonalá
4. Universidad Tecnológico Madero
5. Instituto Tecnológico Mario Molina
6. Tecnológico Superior de Jalisco
7. Universidad Tecnológica de Aguascalientes
8. Centro universitario UTEG
9. Universidad Tecnológica de la Región Norte de Guerrero
10. Universidad Tecmilenio
11. Universidad Tecnológica el Retoño

We welcome numerous students from various universities across the country. You can explore an example of this through the following link. During these visits, students have the opportunity to tour our offices, gain insight into Improving's operations, and receive a brief presentation from one of our developers, aimed at inspiring them to pursue a path in the field of software development.

Moreover, we orchestrated two Tech Weeks, featuring a total of 20 virtual presentations throughout the year. Our Improvers delivered talks encompassing both technical skills and soft skills, tailored for students and recent graduates aspiring for a STEAM career. These talks offered guidance and perspectives on how to secure employment with companies like Improving. You can find a similar example here.

ACADEMY AND CHAMBERS

At Improving, we hold the belief that proactive engagement within the ecosystem is crucial. This is precisely why we are actively involved with various Chambers, including:

- Mexico
- CANIETI: The Mexican Chamber of Electronics, Telecommunications, and Information Technologies
- IJALTI: Jalisco's Institute of Information Technology
- Amercian Chamber in Guadalajara
- Pride Connection: Pride Connection Mexico is an organization that provides information, spaces, and training on diversity and labor inclusion for people from the LGBTQ+ community who work throughout Mexico. Between their companies, they share best labor practices.
- COMIAT: it is part of CANIETI, and it is the Comisión de Mujeres de la Industria de la Alta Tecnología. Its mission is to be an organization that leads measures that encourage the professional development of women. They work to promote their advancement to senior management positions, adding value to the high-tech industry.
- Chinanperas

SUPPLIER RELATIONSHIP

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Furthermore, we expect our suppliers to fulfill their tax and labor responsibilities. In cases where any supplier breaches the established terms due to illicit or unethical conduct, our company retains the right to terminate the contractual association.

In the context of selecting suppliers for high-impact projects, we engage in a quotation-based bidding process, aimed at securing the optimal blend of service, pricing, and quality for our operations. Throughout this process, we maintain impartiality and offer equal opportunities to all potential providers.

ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS

As part of our "Come Together" initiative, we are thrilled to showcase the successes achieved during its second year in Canada, the United States, and Mexico. This program, which supports the Sustainable Development Goals (SDGs) outlined by the UN 2030 Agenda, has engaged all employees in monthly themes such as well-being, cultural sensitivity, diversity, inclusion, and environmental awareness. By offering a variety of activities—including virtual events, in-person meetups, and interactive challenges—we have created a space where employees can explore these important topics and build connections with colleagues from different locations. These efforts have significantly boosted employee engagement, fostered a stronger sense of community, and raised awareness of key issues throughout the organization.

COME TOGETHER



For the second consecutive year, Improving's corporate initiative has shown significant impact within Canada, the US, and Mexico. It aligns with the Sustainable Development Goals (SDGs) outlined in the 2030 UN Agenda. The initiative invites all employees in these countries to engage in monthly topics such as well-being, cultural sensitivity, diversity, inclusion, and environmental awareness. Through diverse activities such as virtual events, in-person gatherings, and interactive challenges, the initiative fosters an environment where employees not only learn about these subjects but also connect with colleagues from different office locations. This initiative has strengthened employee engagement, promoted a sense of community, and enhanced awareness of important topics across the organization.













CHAMPIONS

The function of this initiative is rooted in a robust network of champions. These champions spearhead activities within their respective offices across the three countries: Mexico, Canada, and the United States. In Mexico, our enterprise champion is Sandy Hermosillo, the Corporate Director of Community Relations, who additionally oversees the entirety of the corporate organization and collaborative endeavors.

- Emily Bailey | Atlanta
- Minu Mohan | Austin
- Meg Downey | Chicago
- Diana Stevens and David Belcher | Dallas
- Emily Stickle and Gezla Gafoor | Houston
- Freddie Davis | Cleveland
- Zachary Bentley | Columbus
- Jenn Massey and Cait Magee | Minneapolis and Twin Cities
- Alicia Buechler | Omaha
- Alex Escobar | Guadalajara
- Armando Lopez | Aguascalientes
- Esther MacWilliam, Kenneth Davidson and Sarthak Routh | Ottawa
- Janelle Loughlin and Lisa Tran | Calgary
- Sunelle Pink, Colleen Yee, Asrai Porte and Faiz Dharamsi | Vancouver
- Gustavo Alvarez and Emily Sanchez | Toronto

In the year-end survey, when we inquired about satisfaction with the performance of the champions, the results revealed 104 promoters, 12 passives, and 6 detractors, yielding an average Net Promoter Score (NPS) of 80 overall.

The overwhelmingly positive feedback from the year-end survey underscores the effectiveness and impact of our champions within the Come Together initiative. With a Net Promoter Score (NPS) of 80, we're encouraged by the widespread advocacy and satisfaction expressed by participants. These results reaffirm our commitment to fostering collaboration and driving positive change across our community.

ACTIVITIES AND IMPACT

Each month, the Come Together Initiative strives not only to raise awareness and share knowledge but also to unite all Improvers around a common theme. Diverse activities are curated throughout the month including virtual talks, motivational challenges, and in-person events aimed at fostering connections among our Improvers.

The culmination at the end of each month symbolizes the collective efforts and corporate-wide commitment invested. These efforts yield outputs that will propel this initiative toward creating a positive and sustainable impact in the long run.

INVOLVEMENT AND GOALS

The initiative garnered significant involvement from Improvers, with 1,356 participants engaging at least once in 2023. It's important to note that the total number of participations corresponds to the 100% of Improvers that enrolled in the initiative during 2023.

This inclusivity reflects our commitment to addressing diverse topics, notably English virtual talks, which attracted 1,031 unique participants. Additionally, the breakdown of single participations by activity type reveals active engagement across challenges, virtual talks, and in-person events.



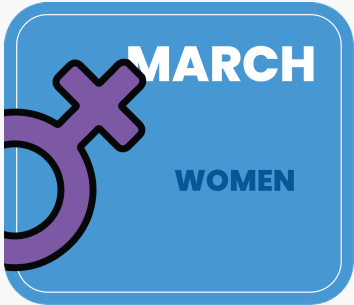
In the subsequent table, we present the distribution of individual participations across various activities throughout 2023:

| Type of activity | Number of improvers who participated at least once |
|-----------------------|--|
| Challenge | 635 |
| English virtual talks | 1031 |
| Spanish virtual talks | 340 |
| In-person events | 714 |

Feedback from the year-end survey, completed by 122 Improvers, highlighted areas for improvement. While the initiative received commendable scores, with 80 promoters, 33 passives, and 9 detractors, our aim is to enhance satisfaction levels further in 2024. By listening to Improvers and aligning topics with their interests, we strive to elevate our NPS from 59 above 65, reinforcing our dedication to sustainability and community engagement.

MONTHLY IMPACTS

As mentioned in the introduction, alignment with the Sustainable Development Goals (SDGs) is crucial for the success of this initiative. Therefore, each monthly focus, as mentioned above, is aligned with the SDGs of the 2030 agenda. In the following table, we provide a breakdown of the impacts resulting from enrollment and participation, highlighting the positive effects on Improvers and various stakeholders.

| MONTHLY TOPICS | SDG | IMPACT |
|---|--|---|
|  <p>JANUARY HEALTH AND FITNESS</p> | <p>SDG 3 - Good Health and Well-being</p> | <p>200 Improvers successfully participated in the fitness challenge, with an average of 17 days of exercise throughout the month. This achievement reflects our commitment to promoting a culture of health and wellness among Improvers.</p> |
|  <p>FEBRUARY FINANCIAL WELLBEING</p> | <p>SDG 8 - Decent Work and Economic Growth</p> | <p>450 Improvers participated in virtual talks and workshops focused on personal financial success. This significant engagement demonstrates our commitment to empowering Improvers with the knowledge and skills necessary for financial well-being.</p> |
|  <p>MARCH WOMEN</p> | <p>SDG 5 - Gender Equality</p> | <p>450 Improvers engaged in various talks including panels where women shared their experiences in the tech field, breast cancer awareness sessions, and discussions on women's health and well-being. This demonstrates our dedication to fostering diversity, supporting women in technology, and promoting health awareness among our community.</p> |



SDG 13 - Climate Action

198 Improvers participated in the Eco-Friendly Challenge, committing to at least five eco-friendly activities throughout the month. These activities included recycling, reducing the use of disposable products, cutting down meat consumption, and engaging in various other environmentally conscious actions. This diverse participation showcased our collective dedication to sustainability and environmental stewardship.



SDG 4 - Quality Education

319 Improvers participated in virtual talks focused on childcare, promoting healthy lifestyles, and addressing children's mental health. These discussions not only provided valuable insights and resources for supporting the well-being of children but also offered support and guidance to parents within the Improving community, reinforcing our commitment to holistic family well-being.



SDG 10 - Reduced Inequalities

369 Improvers participated in various talks and workshops focused on inclusion and diversity. These engagements fostered awareness, understanding, and action towards creating a more inclusive and diverse workplace culture at Improving.

| | | |
|--|--|--|
|  <p>JULY CULTURE/ CANADA</p> | <p>SDG 11 - Sustainable Cities and Communities</p> | <p>485 Improvers participated in activities celebrating Canada's culture, fostering cultural appreciation and community spirit across Improving.</p> |
|  <p>AUGUST HUNGER REDUCTION</p> | <p>SDG 2 - Zero Hunger</p> | <p>107 Improvers across North America participated in food donation drives, contributing to local communities, and addressing hunger-related challenges. Their collective efforts exemplify Improving's commitment to social responsibility and community engagement.</p> |
|  <p>SEPTEMBER CULTURE/ MEXICO</p> | <p>SDG 11 - Sustainable Cities and Communities</p> | <p>572 Improvers across North America engaged in activities celebrating Mexico's culture, fostering cultural appreciation, and community spirit across Improving.</p> |
|  <p>OCTOBER FUN AND GAMES</p> | <p>Not directly aligned with a specific SDG but can contribute to overall well-being and community building.</p> | <p>116 Improvers participated in the Fun and Games Month challenge, where they joined the game-on challenge. Teams were formed based on their gaming consoles, promoting camaraderie and friendly competition. This initiative aimed to enhance social connections and foster teamwork among Improvers through interactive gaming experiences.</p> |



SDG 15: Life on Land and Biodiversity Protection

370 Improvers participated in various activities during Pets Month. These activities included virtual talks on pet care and welfare as well as an in-person event dedicated to celebrating the bond between humans and animals. Additionally, Improvers took part in a Pet Dress-Up & Photo Challenge, showcasing their pets' style and charm.



- SDG 1: No Poverty
- SDG 3: Good Health and Well-being.
- SDG 4: Quality Education
- SDG 5: Gender Equality
- SDG 10: Reduced Inequalities
- SDG 13: Climate Action
- SDG 15: Life on Land

In December 2023, as part of Generosity Month in the Come Together initiative, Improving enterprises advocated for various causes and made generous donations to support impactful organizations. A total of \$21,000 USD was distributed among different associations across North America. These contributions aimed to inspire transformation and empower positive change within our communities.

In the spirit of the Come Together initiative, we express our gratitude to all who focused their efforts on fostering unity, collaboration, and positive change throughout 2023. Your dedication to our shared mission has empowered us to make meaningful strides towards building stronger, more inclusive communities. Thank you for your commitment and passion in driving the vision of the Come Together initiative forward.

UN GLOBAL COMPACT ALIGNMENT

Improving is committed to fostering an inclusive, ethical, and employee-centered work environment. Through initiatives that promote diversity, equity, and inclusion, support mental health, encourage work-life balance, and facilitate professional development, the company aims to create a respectful and balanced workplace. Additionally, its anti-corruption programs and focus on sustainability reinforce its commitment to transparency and social responsibility, solidifying its reputation as a leader in innovation and fair labor practices.

ENVIRONMENTAL

While the direct environmental impact of Improving's operations may not always be readily apparent, the company recognizes its responsibility to contribute to a more sustainable world with reduced contamination. In this section, we outline our efforts to minimize our ecological footprint and foster environmental stewardship across our organization.

AT IMPROVING ATLANTA

In our Atlanta offices, we have partnered with a janitorial company responsible for managing our waste disposal and recycling efforts on a nightly basis. This proactive approach ensures that our waste is properly handled and recycled, aligning with our commitment to sustainability and environmental responsibility. By outsourcing these services to a dedicated provider, we streamline our waste management processes while maintaining accountability for our environmental impact.

AT IMPROVING AUSTIN

Through collaborative efforts with our property manager Gloria, we've implemented robust recycling programs for items such as light bulbs and batteries, ensuring they're disposed of responsibly. Additionally, we've transitioned to energy-efficient LED lighting throughout our office space to reduce our carbon footprint and conserve energy.

Moreover, we've optimized our office waste management practices to minimize landfill contributions, promoting a circular economy where materials are reused or recycled whenever possible. These initiatives not only align with our corporate values but also demonstrate our dedication to sustainability and corporate social responsibility.

AT IMPROVING CHICAGO

In our Chicago office situated within a WeWork shared space, we prioritize sustainability through efficient waste management practices. We have implemented separate receptacles for trash and recyclables, encompassing glass, plastic, paper, cardboard, and other materials. These receptacles are strategically positioned in our individual offices, throughout the hallways on each floor, and within the common areas of the WeWork facility to encourage widespread recycling.

Additionally, the presence of multiple shredding drop boxes not only enhances security measures but also promotes sustainability by ensuring that shredded items are properly recycled. We trust that the office building effectively manages both trash and recyclables, further contributing to our environmental stewardship efforts.

AT IMPROVING CALGARY

In our Calgary office, we prioritize waste management through various team initiatives. Our garbage output is minimal, typically amounting to just one small bag per week, which is disposed of every second day. Recycling is a daily task, with a dedicated bin in our building accepting paper, plastic, cardboard, metal, and recyclable cans. Additionally, we compost daily, including paper towels, all food waste, and coffee grounds in our composting efforts. These practices not only streamline waste disposal but also underscore our commitment to environmental responsibility.

AT IMPROVING DALAS | HEADQUARTERS

In our headquarters in Dallas, the building management provides us with blue trash cans labeled for recycling, alongside regular trash cans. Both types of bins are emptied nightly by the building cleaning crew. This setup encourages recycling throughout our office, promoting our commitment to sustainability and environmental responsibility.

AT IMPROVING HOUSTON

At our Houston office, we uphold a commitment to sustainable waste management practices. We have established regular recycling pick-ups to ensure the proper disposal of recyclable materials. Additionally, our waste disposal process involves partnering with Waste Management, a trusted service provider, for the collection and management of our trash.

Waste Management's facility plays a crucial role in our sustainability efforts by meticulously sorting through recycling materials that may not have been pre-sorted. This additional step helps maximize the recycling potential of our waste, further contributing to our environmental stewardship goals.

Through these initiatives, we aim to minimize our environmental impact and promote responsible waste management practices within our office operations.

AT IMPROVING MEXICO

At Improving Mexico, we are fully committed to actively contributing to the well-being of the ecosystem, not only for our own benefit but also for the betterment of our communities and future generations. Our involvement in environmental care practices is a prominent aspect of our agenda.

Within Mexico's offices, it is ensured the adherence to the following environmentally responsible practices:

- Separation of waste into distinct categories (organic, inorganic, cardboard, glass, and aluminum cans).
- Organizing electronic waste collection campaigns and facilitating proper recycling processes.
- Implementing a "Zero Waste" campaign, which entails reducing the usage of disposable products such as glasses, plates, and kitchen utensils, among others.

TAPITAS INITIATIVE



For the second consecutive year, Improving Mexico has upheld the Tapitas initiative, encouraging Improvers to collect plastic bottle caps. These caps are collected and donated to support children battling cancer. The collected kilograms of caps are then distributed to two associations aiding these children in Guadalajara and Aguascalientes. These associations sell the plastic caps to specialized recycling companies, where they are processed to create new products. The earnings from these sales are dedicated to covering the treatment costs for children with cancer, through our partnership with the Vamos Guerreros AC association in Guadalajara and Alucca in Aguascalientes.

In 2023 alone, our collective effort resulted in the donation of an impressive 296.8 kilograms of plastic caps to both associations. We extend our heartfelt gratitude to our dedicated Improvers for their enthusiastic support.

ZERO PLASTIC AND WASTE POLICY AT THE OFFICE

At Improving, we maintain an unwavering commitment to minimizing waste during our office operations. Our primary objective is to mitigate the detrimental environmental impacts associated with waste generation. To achieve this, we actively work on reducing the usage of disposable items such as glasses, plates, and kitchen utensils. Our efforts extend to promoting trash separation at both our sites in Guadalajara and Aguascalientes, as showcased in the images below.



Furthermore, we extend this responsibility to all our suppliers, especially our food and catering suppliers, by requesting their cooperation in adhering to this guideline and sharing our commitment to minimizing waste in our shared environment. Together, we strive to minimize waste disposal to the absolute minimum, contributing to a more sustainable future.

HOME OFFICE

Since the onset of the Covid-19 pandemic, the transition to remote work has significantly impacted our employees in the Guadalajara and Aguascalientes offices. This change has led to a notable decrease in carbon emissions, particularly those associated with daily commuting. With our employees now commuting to the office only two days a week in both locations, we are actively reducing air pollution caused by transportation emissions. Moreover, this initiative extends to our 189 Improvers working remotely across Mexico, contributing to the reduction of air contamination from transport emissions.

GUADALAJARA OFFICE GREEN BUILDING

Our Guadalajara office, situated at Av. Patria 888, Zapopan, Mexico, 45129, showcases our unwavering dedication to sustainable practices. It has successfully met the stringent requirements of the LEED Green Building Rating System Certification, a framework that prioritizes health, efficiency, carbon footprint reduction, and cost savings in green building design and operation.

On November 28th, 2022, the building housing our offices achieved an impressive score of 72 points, earning us the esteemed Gold level designation from LEED (Leadership in Energy and Environmental Design). It's noteworthy that this certification holds a validity of five years, ensuring its continued relevance and efficacy. For more detailed information about this accomplishment, please visit the following link: <https://www.usgbc.org/projects/patria-888>



ADOPTING TREES



Thanks to the leadership of Damaris Lopez and Monserrat Franco, two dedicated Improvers at our Aguascalientes office, we proudly facilitated the adoption of 50 trees in August 2023. These trees, including cedars, guava trees, kalanchoes, and paradise trees, were generously donated by the municipal nursery of Parque Rodolfo Landeros. Each of these trees represents an endemic species, contributing to the preservation of our local environment. This initiative, led by our Improvers, reflects our unwavering commitment to environmental conservation and sustainability. Top of Form- Bottom of Form

THE ENVIRONMENT COMMISSION | ERG



ENVIRONMENT COMMISSION

Since the end of 2023, the Environment Commission at Improving, spearheaded by the visionary Miguel Mora, a remarkable Delivery Consultant, and comprised of 12 dedicated Improvers from Mexico, has been actively engaged in promoting sustainability and eco-consciousness. Alexandra Escobar Torres, Sandra Patricia Herмосillo Delgadillo, Alberto Zavala, Monserrat Franco, Africa Danelia Soto Flores, Jessica Selene Gonzalez Cueva, Sofía Yazmín Contreras Gildo, Ruth Noemi Chávez Ramos, Hector Armenta Repper, Judith Silva, and Luisa Montiel Véjar join Miguel in leading impactful initiatives that prioritize environmental responsibility.

Through proactive measures and awareness-building activities, the ERG strives to create a workplace and community that champions sustainability. Such efforts will range from organizing recycling programs to advocating for energy-saving practices, all aimed at cultivating a culture of sustainability within the IT industry and at Improving Mexico.

We look forward to reporting next year on the accomplishments achieved by our dedicated group of Improvers.

AT IMPROVING OMAHA

In Omaha, our commitment to sustainability shines through our conscientious recycling practices. We ensure that cardboard, paper, cans, and bottles find their way to recycling centers rather than landfills, reducing our environmental footprint. Additionally, our support for local children's charities extends to collecting pop tabs, contributing to worthy causes while promoting recycling awareness.

Furthermore, energy conservation is integral to our operations. Our office utilizes automatic timers for lighting, ensuring lights are only on when needed, minimizing electricity consumption. These initiatives not only align with our environmental values but also demonstrate our dedication to making a positive impact within our community and beyond. Top of Form- Bottom of Form

AT IMPROVING OTTAWA

In Ottawa, our office operates within an office tower where waste management is primarily handled by the property management team of the Office Park. While we maintain garbage and recycling bins within our premises, the disposal and collection of waste are overseen by the property management company.

Additionally, the majority of our team members work remotely from home, contributing to reduced carbon emissions associated with daily commuting. This decentralized work model aligns with our commitment to environmental sustainability by minimizing the ecological footprint of our operations.

Despite the distributed nature of our workforce, we remain dedicated to implementing sustainable practices wherever feasible, both within our physical office space and through remote work arrangements. Through ongoing collaboration with property management and conscientious remote work policies, we continue to prioritize environmental responsibility in our operations. Top of Form- Bottom of Form

AT IMPROVING VANCOUVER

In our Vancouver office, we adhere to stringent waste management standards set by the city. The city's building codes mandate responsible waste resource management, prompting us to meticulously sort garbage, recycling, and organics. Our recycling process involves categorizing materials into four different buckets, ensuring compliance with the city's high standards and contributing to a cleaner environment.

LABOR PRACTICES

RECRUITING OF OUR IMPROVERS

Our operational vision statement, newly updated for 2024, reflects our dedication to supporting DEI efforts in all aspects of our daily operations. We've set our sights on transforming our organizational culture through strategic talent acquisition, inclusive diversity initiatives, and continuous learning and development. By prioritizing an inclusive work environment, empowering employees to make impactful contributions, and valuing unique perspectives, we aim to create a workplace where everyone feels welcome and respected. This section delves into our multifaceted approach to recruitment, emphasizing transparency, fairness, and inclusivity in our hiring processes.

Top of Form- Bottom of Form

1. Our operational vision statement has been updated for 2024 and strongly supports and encourages supporting DEI efforts in our daily practice.

Our focus is on transforming our organizational culture through strategic talent acquisition, inclusive diversity initiatives, and continuous learning and development. We strive to enhance our positive work environment, enable employees to make impactful contributions, and value unique perspectives. Through investments in employee success, the integration of technology for efficiency, and the measurement of organizational success using defined KPIs, we aim to establish a thriving and diverse workplace. Moreover, we underscore the importance of community engagement and extend our impact beyond the workplace. Through these objectives, we are committed to constructing a resilient, inclusive, and forward-thinking organization in 2024 and beyond.

2. Ensure job descriptions are inclusive and free from bias. Use gender-neutral language and focus on the skills and qualifications necessary for the role rather than unnecessary requirements that may exclude certain candidates.

Improving welcomes people from all backgrounds and walks of life, and this is reflected in our largely diverse community of Improvers. Improving is proud to be an equal opportunity employer and is committed to providing equal opportunities for all employees and applicants. Improving recruits, hires, trains, promotes, compensates, and administers all personnel actions without regard to race, color, religion, sex, sex stereotyping, pregnancy (which includes pregnancy, childbirth, and medical conditions related to pregnancy, childbirth, or breastfeeding), gender, gender identity, gender expression, national origin, age, mental or physical disability, ancestry, medical condition, marital status, military or veteran status, citizenship status, sexual orientation, genetic information, or any other status protected by applicable law.

3. Structured Interviews: Structured interview questions that are job-related and assess candidates' skills, experience, and cultural fit. Ensure interview panels are diverse and include members trained in interviewing techniques to minimize bias.

4.Transparent Communication: We keep candidates informed throughout the recruitment process and provide feedback whenever possible. Transparency helps to build trust and ensures a positive candidate experience, regardless of outcome.

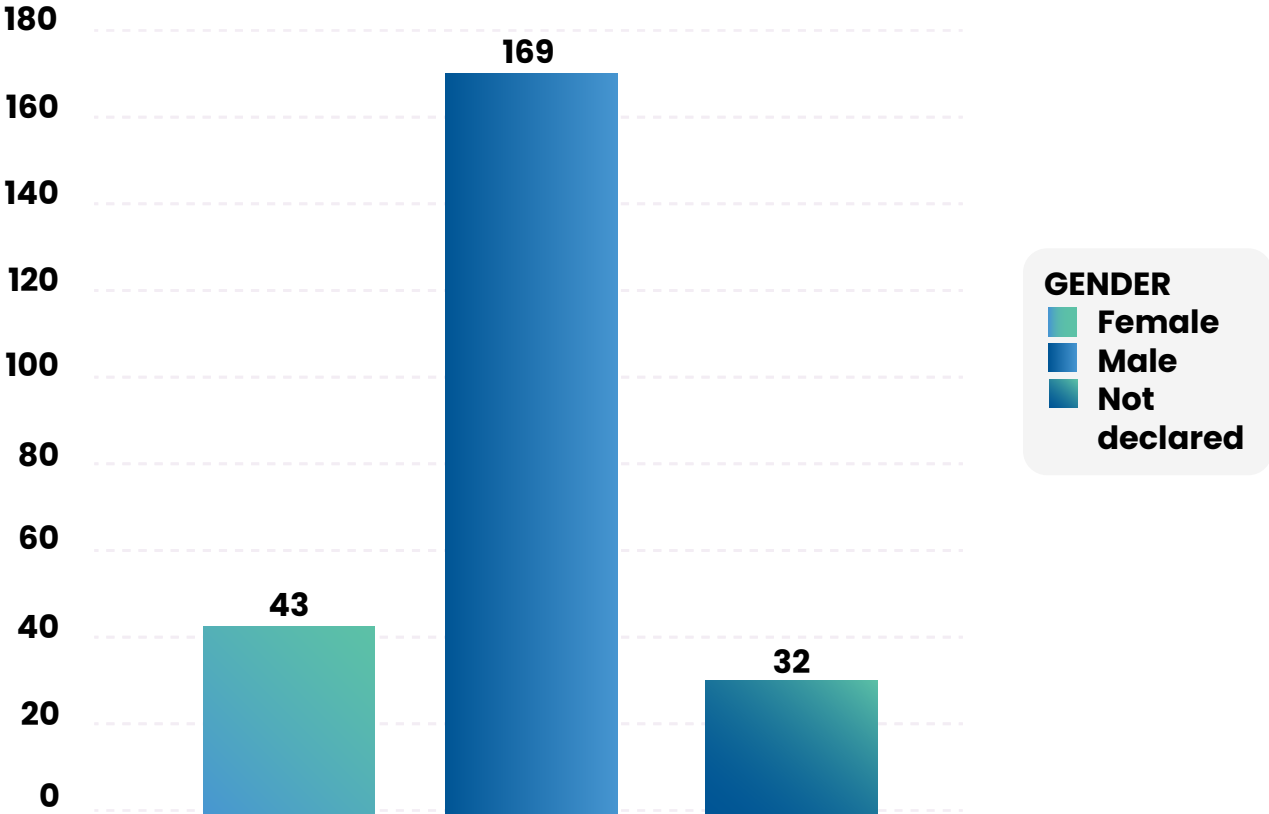
5.Diverse Hiring Panels: Ensuring hiring panels are diverse and inclusive, whenever possible, representing different backgrounds, perspectives, and experiences. Helping to minimize bias and ensure that diverse voices are part of the decision-making process.

6.Continuous Improvement: We regularly evaluate and refine our recruitment process to ensure it remains effective and aligned with DEI goals. We solicit feedback from candidates, hiring managers and interviewers to identify areas for improvement and implement changes as needed.

NEW IMPROVERS

In 2023, Improving welcomed 244 new Improvers to our diverse community. The table below provides a breakdown of these new hires by gender and other relevant demographics.

| | Female | Male | Not Declared | Grand Total |
|----------------------|--------|------|--------------|-------------|
| Count of Employee ID | 43 | 169 | 32 | 244 |



DEMOGRAPHICS: Composition of Team Improving

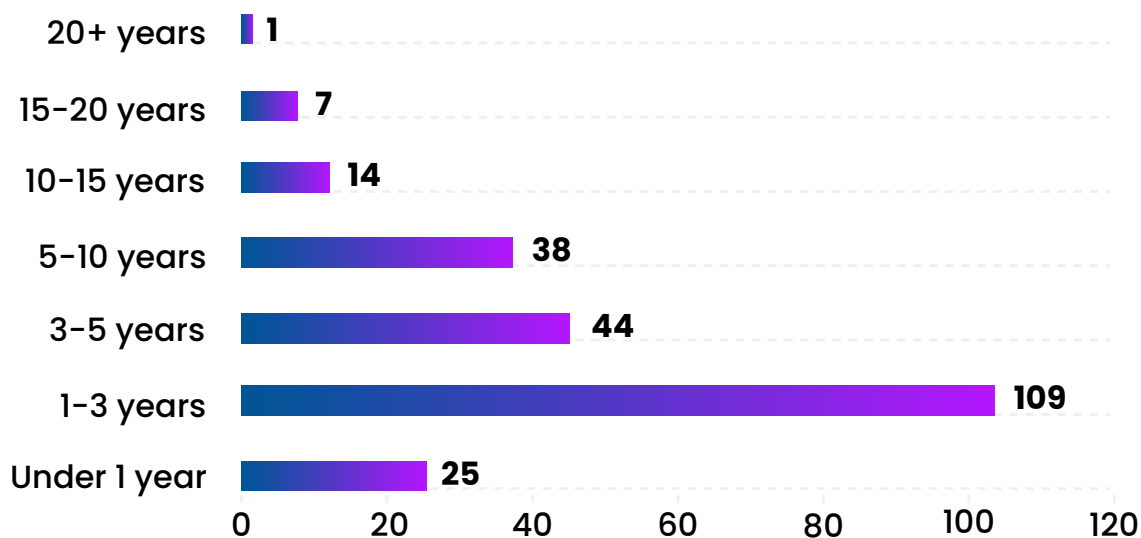
As we delve into the dynamics of our workforce, this section provides a comprehensive overview of key demographics and employment characteristics at Improving. From age distribution to gender representation and geographical dispersion, we aim to illuminate the diverse composition of our talented team. By examining factors such as seniority, working location, and tenure, we gain valuable insights into the makeup of our organization and its evolution over time.

In our diverse workforce across North America, we have 1,259 dedicated employees. Within our Canadian offices, we have 247 team members contributing to our collective success. In Mexico, our team consists of 443 individuals and in the United States of America, we have 569 employees. Each member plays a vital role in driving our company's mission forward, embodying our values and contributing to our shared goals. Together we are committed to changing the perception of the IT industry, fostering a culture of innovation, inclusion, and excellence.

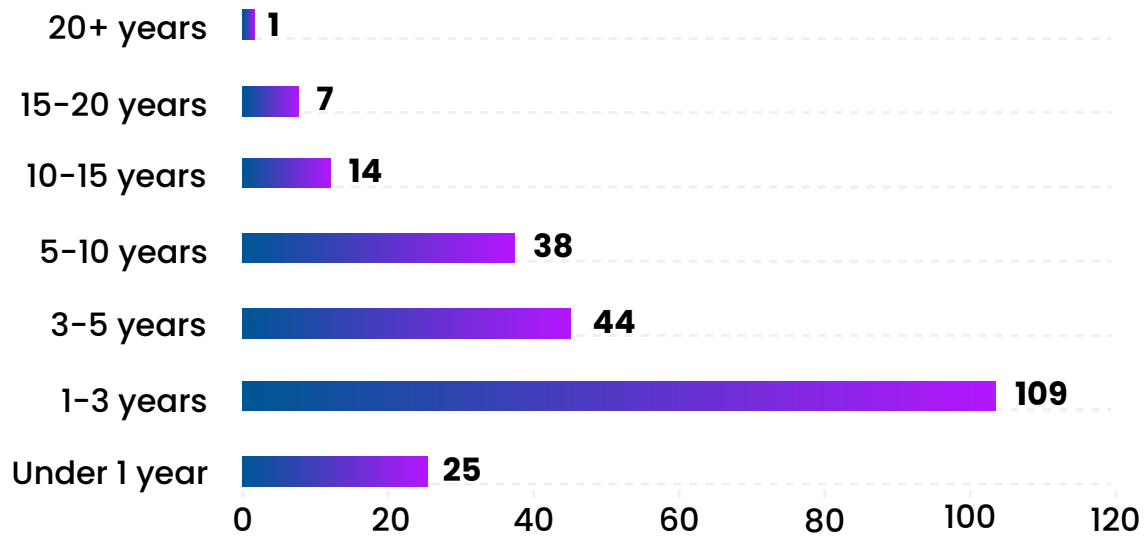
Our total workforce comprises 18.90% female employees (238) and 74.7% male employees (941), with a remaining 6.35% (80) undeclared. This underscores the challenge we face in fostering greater inclusivity and promoting women within the company, a crucial aspect of our efforts to reshape perceptions within the IT industry.

With greater detail, the subsequent tables delve into the seniority levels of our employees, categorized by gender. These tables provide a snapshot of our workforce composition, reflecting our ongoing efforts to promote gender equality and inclusivity within the company.

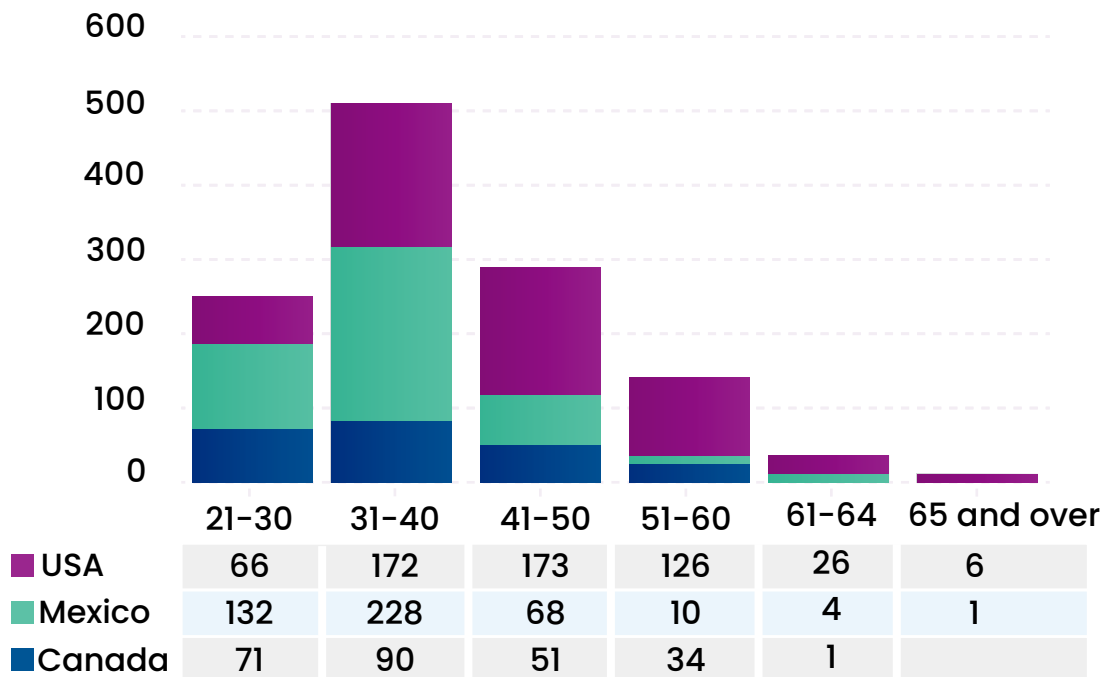
Top of Form Women's seniority



Top of Form Men's seniority



In the table below, we present the age group diversity within each country's workforce, highlighting our steadfast commitment to inclusion and the cultivation of a diverse team. We recognize that diverse perspectives foster innovation and drive superior results, underscoring the importance of a collaborative and inclusive workplace environment.



Improving acknowledges the imperative of promoting inclusion and diversity, particularly within our female workforce across North American operations. This stands as a key goal for 2024, with a concerted effort to collect data aimed at building a more intersectional workforce. We recognize the importance of fostering diversity, equity, inclusion, and belonging to align with the remarkable diversity among our Improvers, a narrative we aim to portray in our upcoming annual report.

GEOGRAPHICAL PRESENCE

As part of our commitment to transparency and accountability, we are pleased to present a breakdown of Improving's Offices across the United States, Mexico, and Canada. These offices serve as the backbone of our operations, enabling us to deliver exceptional service and support to our clients and communities. In this section, we will explore the geographical spread of our offices, highlighting their strategic locations.

United States:

- Dallas, Texas (HQ)
- Atlanta, Georgia
- Austin, Texas
- Chicago, Illinois
- Cleveland, Ohio
- Columbus, Ohio
- Houston, Texas
- Minneapolis, Minnesota
- Omaha, Nebraska

Canada:

- Calgary, Alberta
- Ottawa, Ontario
- Vancouver, British Columbia
- Toronto, Ontario

Mexico:

- Guadalajara, Jalisco
- Aguascalientes, Aguascalientes

EMPLOYEE SURVEY NPS 2023

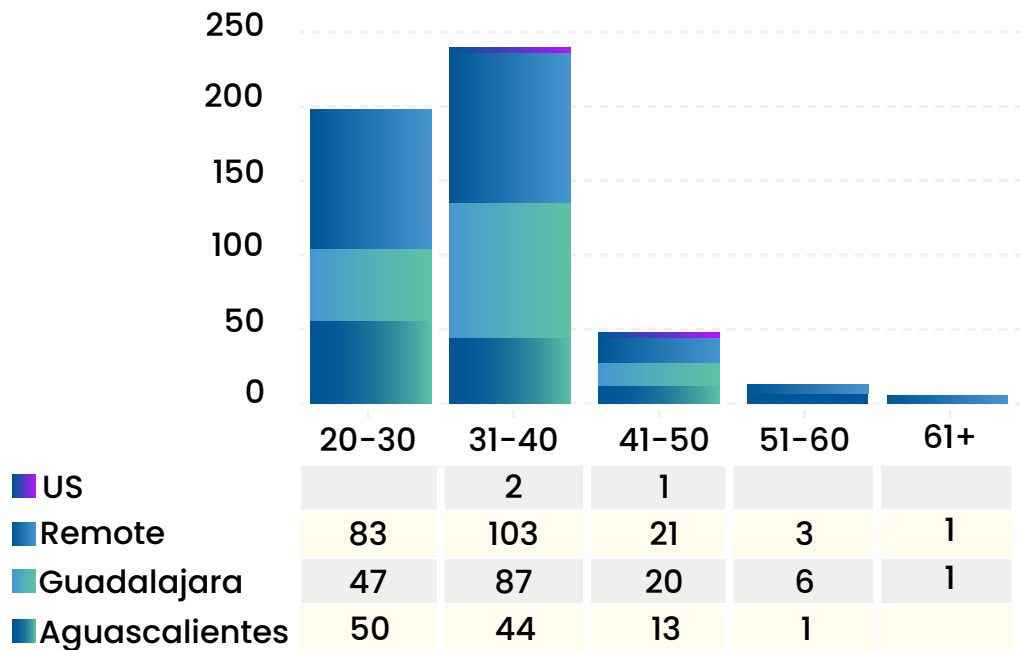
The Net Promoter Score serves as a valuable metric for assessing client satisfaction and projecting growth. In departments focused on employee well-being, such as Talent Management, we regard our employees as clients. This scoring system is rooted in the concept that some individuals become advocates for our brand (promoters), while others express negative sentiments that can impact our brand negatively (detractors), and some remain impartial or passive.

The standard question posed is, "On a scale from 1 to 10, with 1 being the lowest and 10 the highest, how likely are you to recommend Improving to a friend or colleague?" Ratings of 1 to 6 indicate a detractor, 7 or 8 signify neutrality, and scores of 9 and 10 represent promoters. The scores from these three groups are tallied, percentages are calculated, and detractors are subtracted from promoters, yielding a scale that spans from -100 to 100. A score exceeding 50 is indicative of a highly regarded company, and at Improving, our aspiration is to achieve an NPS score of over 60.

Over the past three years, we have witnessed consistent growth, from 21 points to an impressive 78. This record-high score presents a continual challenge for our organization as we strive to sustain this excellence and aim for even higher scores each quarter. To gather insights, we administer a survey every three months to all employees who have been with us for at least two months. The survey encompasses evaluations of the quarter's performance, employee satisfaction, and their vision for the upcoming quarter. Our response rate consistently exceeds 80%, underscoring the engagement of our workforce. We actively use this invaluable feedback to shape our activities and workshops, ensuring they align with the desires and needs of our dedicated employees.

DIVERSE WORKPLACE

AGES BY LOCATION



GENDER

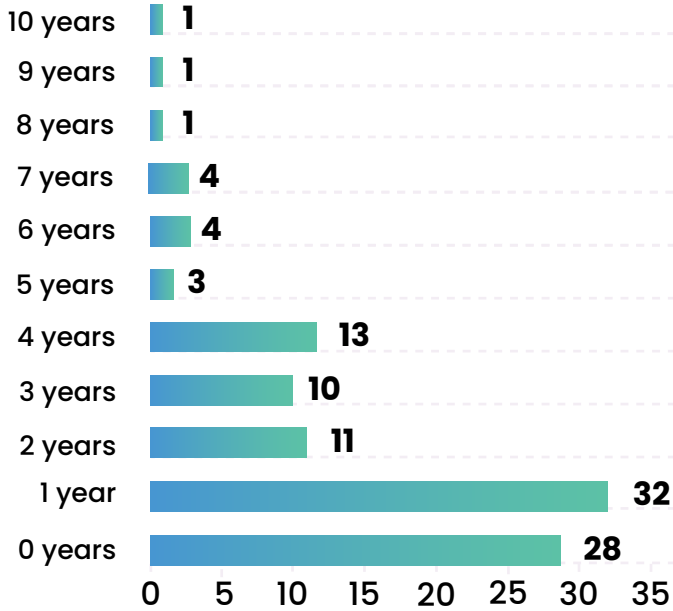


21%
104

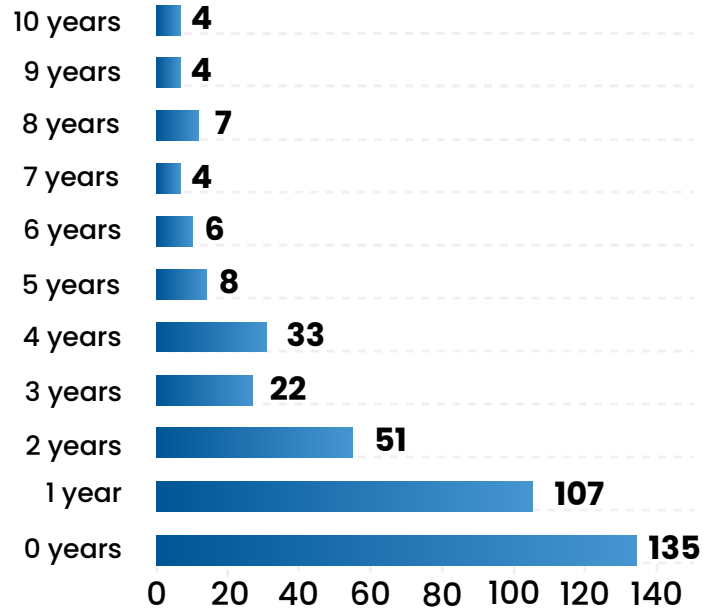


79%
381

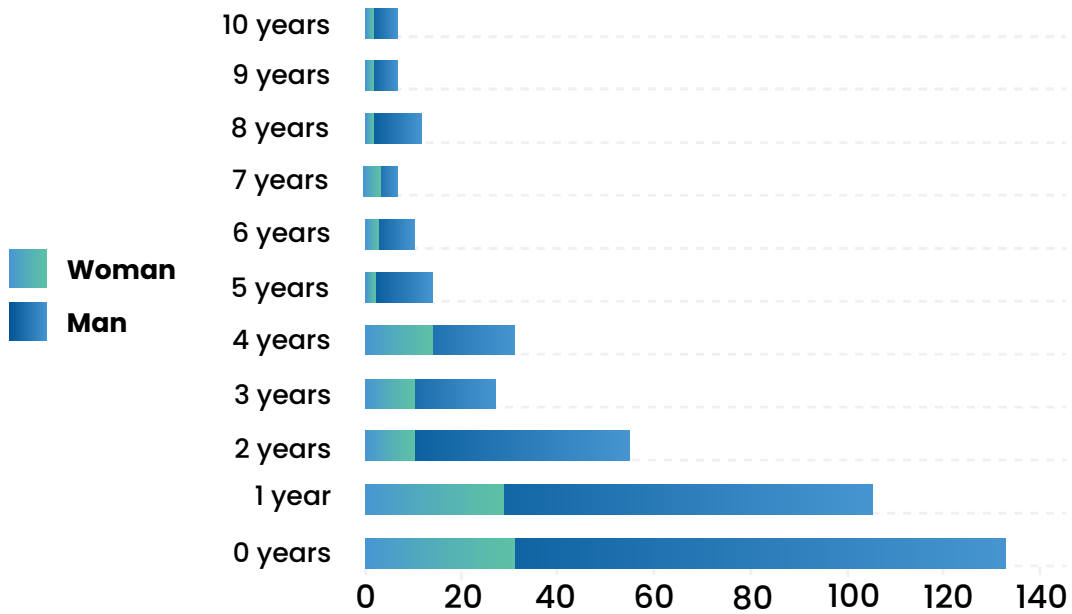
Women's Seniority



Men's Seniority

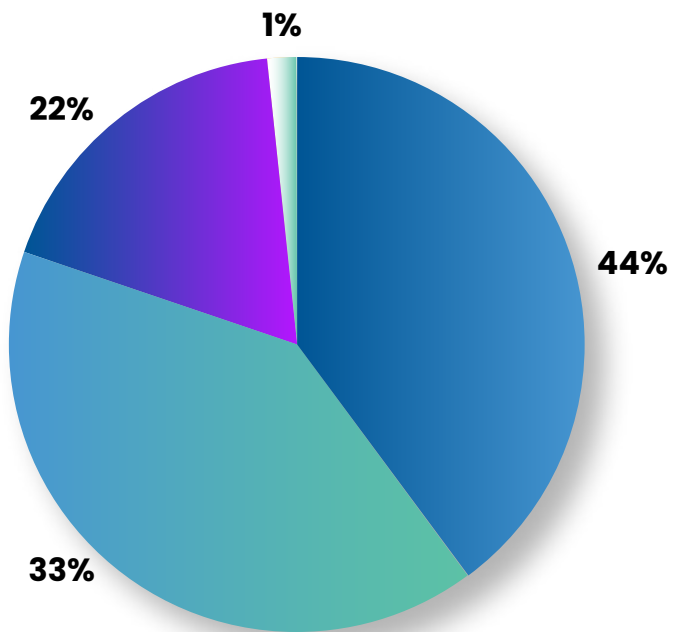


Seniority Comparisson



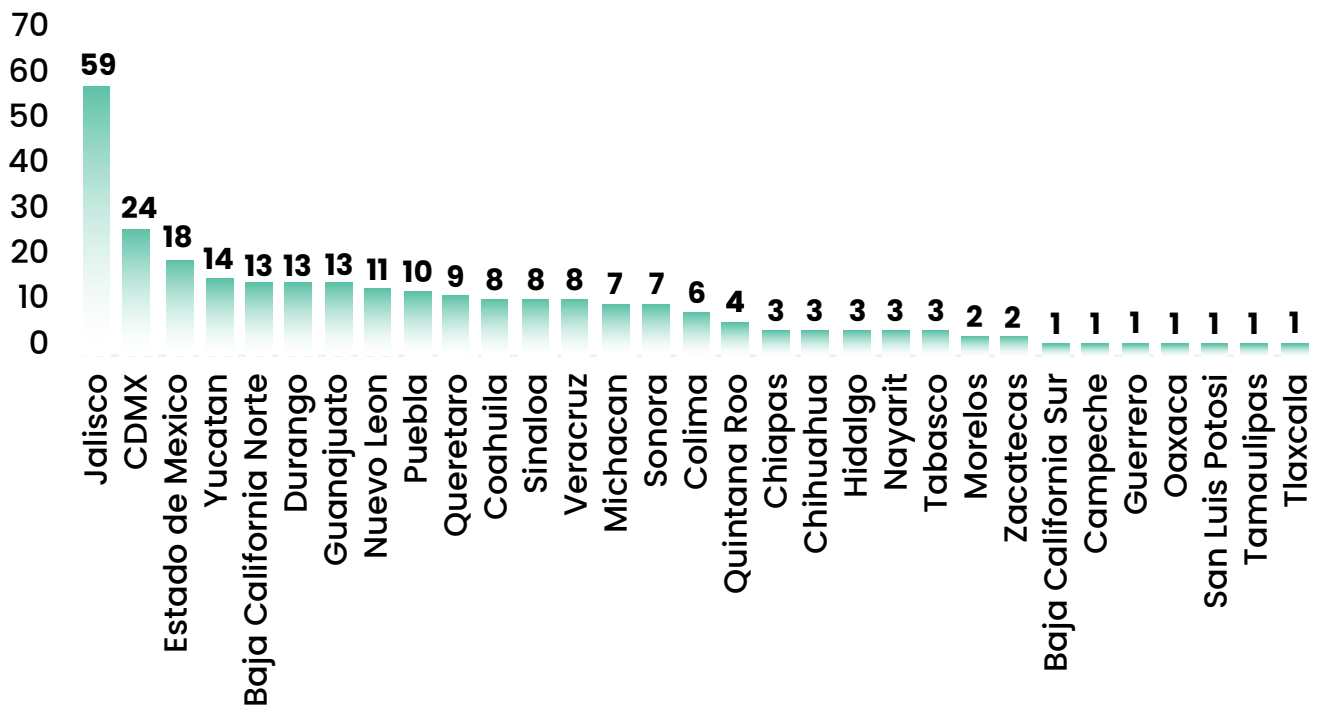
| | 0 years | 1 year | 2 years | 3 years | 4 years | 5 years | 6 years | 7 years | 8 years | 9 years | 10 years |
|-------|---------|--------|---------|---------|---------|---------|---------|---------|---------|---------|----------|
| Man | 135 | 107 | 51 | 22 | 33 | 8 | 6 | 4 | 7 | 4 | 4 |
| Woman | 28 | 32 | 11 | 10 | 13 | 3 | 4 | | 1 | 1 | 1 |

Working from



| Location | Number |
|----------------|--------|
| Remote | 211 |
| Guadalajara | 162 |
| Aguascalientes | 109 |
| US | 3 |

Remotes





- 94.8% Mexico
- 2.0% Cuba
- 0.62% India
- 0.41% Honduras
- 0.21% Argentina
- 0.21%Canada
- 0.21%France
- 0.21%Italy
- 0.21%Venezuela
- 0.21%Netherlands

| Nationality | Number |
|---------------|--------|
| Mexico | 455 |
| Cuba | 10 |
| United States | 6 |
| India | 3 |
| Honduras | 2 |
| Argentina | 1 |
| Canada | 1 |
| France | 1 |
| Italy | 1 |
| Venezuela | 1 |
| Netherlands | 1 |

LEARNING AND TALENT

EMPLOYEE TRAINING INITIATIVES

At Improving, we believe in delivering cutting-edge technology solutions and fostering a culture of continuous innovation. To empower our Improvers and inspire them to share knowledge and experience, we offer various opportunities for growth and development.

Our commitment to excellence extends to ensuring that our Improvers possess the technical skills necessary to excel in their roles. This not only enhances their job performance but also encourages them to take on additional responsibilities, thereby increasing their leadership potential. Through our training programs, we formalize our "keep-learning culture," aligning our capability-building processes with the company's overarching objectives and business goals.

One invaluable tool we provide is Udemy for Business. We furnish licenses to every Improver who has established an internal career path plan, facilitating continuous learning to address their specific skill development needs. This investment in our team's growth reinforces our dedication to nurturing talent and fostering a dynamic, agile workforce.

CAREER PATH

At Improving, we firmly believe that excellence thrives within a growth mindset, and we shoulder the responsibility of guiding our Improvers as they navigate their professional journey. Offering them a clear perspective and a well-defined path, coupled with personalized feedback, enables them to unlock their full potential while aligning with Improving's overarching objectives.

Our Career Path philosophy forms the foundation of our approach, providing our collaborators with valuable guidance and tools to facilitate their personal and professional growth. As they collaborate with their dedicated Improving Path Coach, our collaborators discover a wealth of resources to support their journey, along with numerous avenues for engagement within our community, connecting with fellow Improvers and beyond.

The Career Path Initiative is open to all and Improving stands ready to assist every step of the way. We maintain a roster of trained coaches from which employees can select their preferred mentor. Upon doing so, they embark on a 90-day commitment, commencing with their initial coach meeting, and are provided with a personal UDEMY account to facilitate their ongoing development. This initiative underscores our unwavering commitment to nurturing talent and fostering a culture of continuous improvement.

IMPROVING U

We are dedicated to expanding our culture of learning by actively engaging a diverse range of individuals. We recognize that a diverse group of people brings forth a wealth of ideas, enriching our collective experience for the benefit of all.

Each office within Improving is deeply committed to diversifying the Improving U community, and they do so in distinctive ways. We structure the year into semesters (fall, spring, and summer) to foster continuity and steady advancement in every course, thereby increasing participation among our Improvers. We wholeheartedly encourage each Improver to reflect upon what they aspire to learn or teach, promoting a dynamic and collaborative learning environment.

All courses are divided into the following categories.

- Professional Growth
- Business development
- Soft skills
- Technical skills
- Personal Growth
- Community involvement
- Financial independence
- Social interaction

Number of participants in Mexico: 309

Number of courses: 40

SCRUM TRAINING

We understand the significance of certifications in today's workforce. Our certified coaches and instructors offer a wide range of training opportunities for individuals looking to advance their agile, development, or leadership skills. We regularly conduct essential certification courses, including the Professional Scrum Master (PSM) and Professional Scrum Product Owner (PSPO), specialized software workshops like Test-Driven Development (TDD), and leadership training sessions such as Professional Agile Leadership - Essentials (PAL-E). These courses provide multiple opportunities to earn some of the industry's top certifications.

In terms of Scrum training, our Professional Scrum Product Owner (PSPO) certification program spans two days and is available both online and in person. Participants gain insights into harnessing Scrum principles to optimize product and service value. In today's Scrum landscape, product ownership extends beyond mere requirement documentation or managing a Product Backlog. Professional Scrum Product Owners are expected to assume a more strategic role in defining a vision, evaluating value, and validating ideas.

The course includes two attempts at the globally recognized Professional Scrum Product Owner I certification exam (PSPO I). Our instructors offer both virtual and in-person training sessions at various Improving locations, ensuring a flexible and tailored learning experience. We also accommodate private training sessions for interested parties. While these courses can carry a cost of up to \$1,495.00 USD per person, Improvers can access them for free!

Here are some key statistics:

- Number of students trained: 26,450
- Courses taught: 1,844
- Certifications Earned: 11,067
- Recommended: 99

VIRTUAL TALKS AND FORUMS

In the previous year, our Talent Management team embarked on a series of engaging initiatives aimed at enriching the experiences of our valued Improvers. One of the standout offerings was our weekly virtual talk series, aptly named "Improving Our Pitch." These sessions served as a platform for Improvers to enthusiastically share their knowledge and passions on a wide array of subjects. Whether it was soft skills, technical expertise, or personal hobbies, all topics were embraced and celebrated.

On a different note, we introduced a monthly virtual cooking class, thoughtfully led by one of our very own Improvers. These "Cook Out" sessions have proven to be a delectable journey, equipping our team members with culinary skills ranging from mastering a simple pancake to crafting exquisite vegetarian and international dishes.

As part of our company's commitment to fostering a diverse range of initiatives and raising awareness on important subjects, we offered a diverse selection of virtual talks to all our Improvers across Mexico. These informative talks were delivered by both our Sustainability and Talent Management teams, as well as contributors to our "Come Together" initiative.

Reflecting on the wealth of knowledge shared, we extend our heartfelt gratitude to our internal and external speakers who dedicated their time and expertise to enlighten and empower our collaborative community.

| MONTH | SUSTAINABILITY | TALENT MANAGEMENT | COME TOGETHER |
|------------------------|--|---|--|
| <p>JANUARY</p> | | <p>Tax declaration</p> <p>Retirement savings accounts and pension</p> <p>Retirement: an invisible illness in Mexico</p> <p>Live with financial freedom and achieve economic independence</p> <p>Learn how to use the SAT platform</p> | <p>Life Balance</p> <p>Mental Health</p> <p>Nutrition</p> |
| <p>FEBRUARY</p> | <p>Diezz and Code of Ethics: Discovering Cases</p> | <p>Mental health during COVID-19</p> <p>Why do we suffer in love? Social isolation and its effects on human beings</p> <p>How to manage my emotions?</p> <p>Lifestyles and mental health during the pandemic</p> | <p>Ask me Anything, virtual panel with our CEO Curtis Hite</p> |

| MONTH | SUSTAINABILITY | TALENT MANAGEMENT | COME TOGETHER |
|--------------|---|--|--|
| MARCH | | <p>The dog as a companion animal</p> <p>Natural feeding for dogs and cats</p> <p>Truths and myths about cats</p> <p>Experiments on animals</p> | <p>Women Integral wellbeing</p> <p>Interview with improving board member</p> <p>Why do we keep talking about feminism in 2022?</p> |
| APRIL | Cases that do not apply in the Ethics Mailbox | <p>Creating my own planet</p> <p>Hunger for affection</p> <p>Parenting strategies for IT parents</p> | <p>Why should I meditate?</p> <p>Letter from a friend</p> <p>Virtual Workshop</p> |
| MAY | | <p>Family and work: combining the best of both worlds</p> <p>Work and family in the post-COVID era</p> | Foreign panel |
| JUNE | How to be an ally | Father's Day or Father Every Day? | The importance of diversity & inclusion |

| MONTH | SUSTAINABILITY | TALENT MANAGEMENT | COME TOGETHER |
|-------------------------|---|---|--|
| <p>JULY</p> | <p>How to be an ally</p> | <p>Video games and addiction to them</p> <p>Opportunities in gaming Streaming in video games</p> <p>Game evolutions The future of gaming</p> <p>Fall Guys – Bonding</p> <p>Video game development</p> | <p>The importance of diversity & inclusion</p> |
| <p>AUGUST</p> | | <p>Postural hygiene</p> <p>How to follow a vegan diet</p> <p>The healthy eating plate and how to detect overweight</p> | <p>Intellectual Property & Innovation</p> <p>Building blocks of innovation</p> |
| <p>SEPTEMBER</p> | <p>Context of Central American Migration and Refuge</p> <p>Making the Invisible Visible: Microaggressions and Everyday Machismo</p> | <p>Don't Ask for Love Advice</p> <p>The Importance of a Healthy Work Environment</p> <p>Minor Insurance</p> <p>A Guide to an Effective Resume</p> | <p>Hunger Reduction</p> <p>Depositing Life: The Work of the Food Bank</p> |

| MONTH | SUSTAINABILITY | TALENT MANAGEMENT | COME TOGETHER |
|-----------------|---|---|--|
| OCTOBER | Coming Out Panel: The Closet is for Clothes | ABC de las AFORES Jeopardy tournament Fall guys tournament | The impact of Videogames on our Society Improving eSports Tournament |
| NOVEMBER | | A brief story of vue Web accesability | Let's talk about masculinities |
| DECEMBER | | (Almost) all about Typescript Why empower agile in software development Custom standardization scaffolding Secret Santa remote event Javascript engine Salud Mental Christmas toast | Generous advocate |

At Improving, we are interested in our staff achieving the balance between their professional and personal lives. Feeling valued, cared for, listened to, and rewarded for their important work in the company are important parts of the employee experience, so we promote strategies to achieve the reconciliation between personal life and professional development. Based on the principle of flexibility, these are some of the business policies that we carry out:

- We will respect working hours, so they can dedicate time to coexistence with their loved ones and family responsibilities.
- We will participate in recreational activities promoted by the institution, in the company of their families when possible.
- We will contribute to disclosing maternity and paternity benefits.
- We will support flexibility initiatives to attend to family emergencies.
- We will help prevent working women of our institution from having to choose between their development or their family life.
- We will give our support for the granting of permits to mothers and fathers when they need to attend to their children's school matters.
- Promotion of sports: Improving, to promote sports among its collaborators, will pay total or partial registration when they want to participate in an athletic race. The participant must use one of the company's t-shirts and post their participation on social networks using the hashtag #Improving and #ProudtoBelImprover. Improving participation in other sporting events will be evaluated on a case-by-case basis.
- Time by time: Compensation for overtime used to extend the working time for free time in exceptional cases will be evaluated and must be previously authorized by the Talent Management area with the employee's immediate supervisor.
- Work from home: Occasional remote work or Home Office in exceptional cases will be evaluated and must be authorized by Talent Management with the employee's immediate supervisor. The person must comply with the guidelines established by the company such as infrastructure, reporting, among others.
- Marriage permit: Improving grants 5 vacation days to people who get married. This privilege will be granted only once per employee.
- Some of the above privileges are conditioned to the achievement of objectives and in accordance with the code of ethics and conduct, and internal work regulations may be revoked as part of disciplinary measures in case of incurring violations of said collective agreements and/or failure to achieve individual goals and company.
- Written authorizations will be required according to each case and may be approved by clients, managers, and Talent Management. To know more about the authorizations, they must consult Talent Management.

BENEFITS

We take pride in supporting our employees by offering benefits that meet and exceed the provisions of Mexican Labor Law. Our commitment is to ensure that each team member feels valued and supported. Below, we present the policies and benefits we have implemented to promote the well-being, development, and work-life balance of all our employees.

Law benefits

- **Social security:** By joining Improving Mexico, you'll receive your income via 100% payroll and entitled to the benefits provided by the Mexican Social Security Institute (IMSS) such as medical services (medical care, hospitalization, medicines and preventive care), retirement (pensions, disabilities, widowhood and orphanhood) and housing (through INFONAVIT Institute).
- **Vacations:** In Improving Mexico, you will be entitled to a total of 12 paid vacation days per year, plus a total of 4 PTO's days per year.
- **Vacation bonus:** There is a 25% bonus of the vacation days granted by the Labor Law for each year.
- **Profit sharing:** You are entitled to a portion of Improving Mexico's annual profit.
- **Christmas bonus:** Per law, you are entitled to 15 days of paid salary to be administered by December 20th.
- **Paid leaves:** Through the Mexican Social Security Institute, paid leaves apply for wedding, maternity, paternity, and medical leaves.
5 days off for civil marriage and it will be granted once. For maternity by law, it is 84 days & paternity 5 days with possible extension to 5 more.
- **Perks and benefits:** If you are in a 'Telework' modality, you will also receive a \$350 MXN pesos monthly payment for electricity and Internet services.

Additional benefits

- **Seniority bonus:** On your second, third and fourth anniversary, you'll have an annual loyalty bonus equal to 15 days of gross salary. On your 5th anniversary and onwards, the annual loyalty bonus will be equivalent to 30 days of salary.
- **Medical insurance:** Major Medical Insurance is provided by GNP for you, your spouse and children with an insured sum of \$5,448,880.00 MXN, per condition, without waiting times (in most conditions) and with dental assistance. Minor Medical Insurance is provided by Santander for any minor medical inconveniences you may have.
- **Life insurance:** With MAPFRE you get 12 months of salary with basic coverage, accidental death and/or organic and disability (waiting period 3 months).
- **Saving program:** Facilitates employee loans and saving, managed by a third party and supervised by an internal committee.
- **Mental health:** Special fees for Improvers when using the Terapify platform.

- Days off: Improving grants all the days that proceed by mexican law, plus Good Friday and an additional day in December to better enjoy the end of the year festivities.
- Career path: Excellence is born out of a growth mindset, and we are responsible for providing guidance in growing Improvers while they are here. Giving them a perspective and path forward along with feedback for them individually will help them reach their full potential while aligning them with Improving's goals.
- Promotions & discounts: For being part of Improving, in various restaurants, opticians, gyms and more. Preferential prices on shopping club memberships and much more.
- Relocation plan: Do you come from another city? We help you establish yourself for 2 weeks in Improving land.
- Come together: We are thrilled to share this initiative that seeks to bring all Improvers closer, no matter the distance. Throughout the year, several activities will be carried out as virtual talks, challenges or simultaneous events conducted at every office.
- English courses: Weekly, optional and free.
- Corporate retreat: Yearly corporate retreat in Vegas.
- Certification & training: You can take for free certifications in Scrum Master and Product Owner, test-driven development, Angular, team dynamics, and more, from our team of experienced consultants.
- Team buildings: Integration activities to meet and/or get to know the team whom you are working with.
- and more.... Games room, weekly snacks and other integration activities!

*GREAT WORKING EXPERIENCE
HUMAN RIGHTS CAMPAIGN CERTIFICATION*

Since its establishment in 2010, Improving Mexico has been unwavering in its commitment to diversity and inclusion, a principle deeply embedded in our code of ethics. We proudly house an LGBTQ+ and Allies Commission, and our active participation in Guadalajara's PRIDE parade has been a tradition since 2017.

In 2022, we achieved a remarkable milestone by securing the Human Rights Campaign Foundation certification for the fourth consecutive year, reaffirming our status as one of the leading companies in LGBTQ+ inclusivity in the workplace.

Our dedication to LGBTQ+ inclusion aligns with the HRC Equidad MX program, a Mexican adaptation of the HRC's Corporate Equality Index,



which stands as the foremost benchmarking survey for LGBTQ+ workplace equality in the United States. Companies that excel in this survey are at the forefront of LGBTQ+ inclusion and equity, earning the HRC Foundation's prestigious designation as "Best Places to Work for LGBTQ+ Equality" or "Mejores Lugares para Trabajar LGBTQ+ 2023," demonstrating their unwavering commitment to establishing inclusive environments for LGBTQ+ employees.

The HRC Equidad MX Report for this year meticulously evaluated major Mexican businesses and multinational corporations on several crucial pillars of LGBTQ+ inclusion, including the adoption of nondiscrimination policies, the establishment of employee resource groups or diversity and inclusion councils, the implementation of internal LGBTQ+ training and educational best practices, and active engagement in public activities to champion LGBTQ+ inclusion.

MEXICO - HRC EQUIDAD MX: BEST PLACE TO WORK FOR THE LGBTQ+ COMMUNITY

Improving's participation in the HRC Equidad MX program demonstrates our commitment to promoting LGBTQ+ inclusion and equality in the workplace in Mexico. This program recognizes our efforts to create an inclusive and supportive environment for LGBTQ+ employees, reinforcing our commitment to diversity, equity, and inclusion across all aspects of our operations.



BEST PLACE TO CODE



"Best Place to Code" is an initiative meticulously curated by Software Guru, a distinguished news and information company with a steadfast focus on IT subjects. This initiative has a twofold objective: firstly, to identify and honor companies that are trailblazing the evolution in coding practices, and secondly, to disseminate their invaluable best practices.

To earn the coveted designation of a "Best Place To Code," a company, whether dedicated to software creation or housing a dedicated technology department, must undergo a stringent evaluation process encompassing the following critical criteria:

- Compensation
- Diversity and equity
- Professional development
- Culture
- Infrastructure

Notably, it's worth mentioning that Improving has proudly attained this esteemed recognition in 2022.

Mexico – Best Place to Code



This recognition reaffirms Improving's dedication to providing a stimulating and supportive environment for software developers in Mexico. As the Best Place to Code, we prioritize employee satisfaction, collaboration, and innovation, fostering a workplace culture where coding talents can thrive and excel.

Recognitions and Certifications

At Improving, we take pride in our commitment to excellence and continuous improvement. We are honored to have received a diverse range of recognitions and certifications that underscore our dedication to fostering a culture of innovation, inclusivity, and sustainability across all our enterprises and regions.

From national awards to industry certifications, each recognition reflects our unwavering focus on delivering exceptional value to our clients, employees, and communities. In this section, we highlight the achievements and milestones attained by each enterprise and region, showcasing our collective efforts to lead by example and make a positive impact in the world.

In the following sections, we invite you to explore our diverse range of achievements and certifications. As you read through, you'll discover our unwavering commitment to upholding the highest standards of quality, integrity, and sustainability in every aspect of our operations.

Columbus – Best Places to Work

COLUMBUS BUSINESS FIRST



2023 BEST PLACES TO WORK

Our Columbus office is honored to be recognized as one of the Best Places to Work. As part of the Ohio Enterprise, we are dedicated to fostering an environment where employees thrive. Our office embodies a culture of collaboration, innovation, and employee well-being.

Ohio – Best Employers in Ohio

**BEST
EMPLOYERS
IN OHIO**
2023 CRAIN'S CLEVELAND BUSINESS

The Ohio Enterprise is proud to be recognized as one of the Best Employers in Ohio. This recognition reaffirms our commitment to creating a supportive and rewarding workplace environment across all our offices in Ohio. With a focus on employee growth and satisfaction, we strive to cultivate a culture of excellence, inclusion, and opportunity.

Chicago – Inc Best Workplaces 2023

**Inc. Best
Workplaces**
2023

Our Chicago office is honored to be recognized as one of Inc's Best Workplaces for 2023. This acknowledgment underscores our commitment to fostering a supportive and productive work environment. Located in the heart of Chicago, our office values teamwork, innovation, and employee well-being.

Atlanta – Best Places to Work 2023



2023 **BEST PLACES TO WORK**

Our Atlanta office stands proudly as one of the Best Places to Work, reflecting our steadfast commitment to fostering exceptional workplace environments. Situated amidst the vibrant landscape of Atlanta, our office embodies a culture of innovation, collaboration, and inclusivity.

Dallas – Top Workplaces



Our headquarters in Dallas is honored to be recognized as one of the Top Workplaces. Located at our central hub, our Dallas office serves as the heartbeat of our organization. We are dedicated to fostering a workplace culture that values collaboration, innovation, and employee satisfaction.

Dallas – Best Places to Work

DALLAS BUSINESS JOURNAL



BEST PLACES
TO WORK

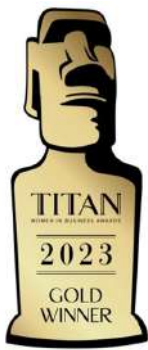
Our headquarters in Dallas is thrilled to be acknowledged as one of the Best Places to Work. As the cornerstone of our organization, our Dallas office leads by example in fostering a positive and inclusive work environment. We prioritize the well-being and professional development of our team members, ensuring a culture of trust and success.

Texas – Best Companies to Work For



Our presence in Texas is honored to be recognized as one of the Best Companies to Work For. This prestigious accolade reflects our commitment to fostering a positive and rewarding workplace environment across all our offices in the Lone Star State. From Dallas to Houston, we prioritize the well-being and professional development of our team members, ensuring a culture of collaboration, innovation, and success.

USA – Titan Women in Business, Susan Fojtasek



This recognition celebrates Improving's commitment to promoting gender diversity and inclusion in the business world. Named after Susan, a trailblazer in our organization, this award acknowledges our efforts to empower and support women in leadership roles, reflecting our dedication to fostering a workplace where women thrive.

USA – Inc 5000



Being listed on the Inc 5000 signifies Improving's consistent growth and success as a company. This recognition highlights our resilience, innovation, and dedication to delivering value to our clients and stakeholders, showcasing our position as one of the fastest-growing companies in the United States.

USA – Inc Regionals: Midwest



As part of Inc Regionals, Improving is proud to be recognized among the top companies driving economic growth and innovation in the Midwest. This regional recognition underscores our impact and influence in the Midwest region, reflecting our commitment to excellence and leadership in the local business community.

Canada – Canada HR Awards



Improving's commitment to excellence in human resources practices has been recognized with the Canada HR Awards. This prestigious award showcases our dedication to fostering a supportive and inclusive workplace culture in Canada, highlighting our efforts to create a positive and rewarding environment for our employees.

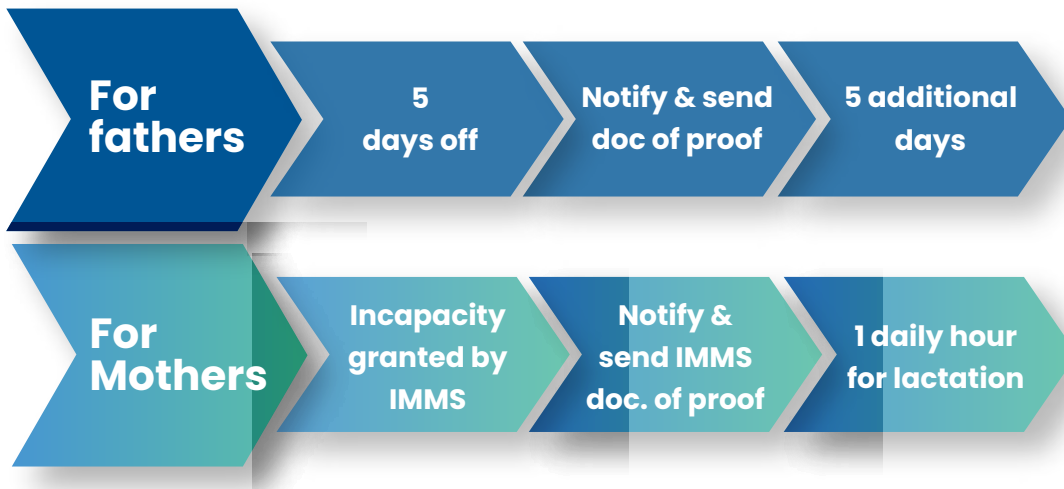
HEALTH AND SECURITY MOTHERHOOD INCLUSION AND SUPPORT

At Improving, we firmly believe in the principle of flexibility, especially when it comes to supporting the needs of parents. We understand that the responsibilities of parenthood are paramount, and we strive to provide unwavering support to both mothers and fathers during these crucial moments in their lives.

Our commitment to parenthood support includes granting maternity and paternity leave in strict accordance with the prevailing legal terms. Importantly, this support extends to those who choose to adopt a child as well. We recognize the importance of these life-changing events and are dedicated to ensuring that our employees

Improvers are more than welcome to bring their children to the office if needed. We do not oppose nor forbid it. At our facilities, we have lactation rooms at our disposal

Birthday /Adoption of children



TERAPIFY

At Improving, it is of utmost importance to prioritize the well-being of our employees, particularly their mental health. That's why we have partnered with Terapify, a platform that grants our employees access to therapy at an exceptionally affordable rate, with the company covering over 60% of each session's cost. In the year 2022, we facilitated over 600 therapy sessions through this program.

We have witnessed a significant positive impact on our Improvers as a direct result of this invaluable benefit. Beyond therapy, Terapify has also conducted various virtual talks covering diverse topics related to mental health and offered complimentary yoga classes on their platform, further enhancing the well-being and resilience of our team members.

terapify
Online psychological therapy platform.
We invite you to use and enjoy this benefit for your mental and spiritual health.

What? How? & How Much?

- Go to: <https://www.terapify.com/>
- Use your account @improving.com to register
- Use the code: **IMPROVER** to get our special discount.

You will pay only \$250 per session, the company will pay the rest. (Normal price \$950 mx)

Care Units

- Anxiety and stress
- Depression
- Relationship problems
- Self-esteem
- Personal growth
- Sexuality

The platform is:

- PROFESSIONAL
- SAFE
- ACCESSIBLE

How it works?

- Choose your psychologist
- Make your appointment
- Take your session
- Rate your experience

Contact:
sandy.hermosillo@improving.com
esteban.cortes@improving.com

COMMISSIONS: DIVERSITY, EQUITY, AND INCLUSION

Gender equality and equity are integral parts of Improving's identity as they profoundly impact equitable and just labor relationships among individuals. The promotion of diversity and inclusion creates a workplace environment where institutional values and beliefs firmly reject discrimination, inequality, or any form of workplace violence.

Within Improving México, we have established affinity groups to address various areas of focus. These groups have arisen in response to the expressed interests of our team members, who seek to create platforms for dialogue, awareness, and internal initiatives aimed at nurturing a positive workplace atmosphere. The Sustainability Committee oversees the formation of these groups, which currently include the LGBTQ+ and Allies Commission, the Women's Commission, and the Priority Attention Group People Commission.

Each commission operates with a structured leadership team comprising a president and vice president, who assume responsibility for the group's commitments and track progress toward set objectives throughout the year. Meeting frequency varies according to the workload, but typically, the groups convene every other week. During these sessions, comprehensive notes are taken to ensure that follow-up actions are addressed at subsequent meetings.

WOMEN COMMISSION



The Women's Commission, comprised of 22 women and 4 men, has been instrumental in driving various action plans and raising awareness to foster an inclusive workplace environment for women. With the singular goal of increasing the representation of women both in the IT industry and at Improving, several enlightening virtual talks have been organized. These talks have featured specialists who have delved into essential topics, including:

- The three pillars to build environments free of violence - Sara Cabello
- Make the invisible visible - Sara Cabello

The feminism topic has been indeed on the table, and it was of so much interest that the commission started a book club with 12 members that gathered to discuss the book "Feminismo para principiantes", by Antonia Santolaya y Nuria Varela. This initiative has already been productive, giving us good practices to share this knowledge and deconstruction processes that aim for a better society.

Members of the Women's Commission have openly shared their personal testimonials, shedding light on their experiences working at Improving and within the IT industry. You can explore some of these inspiring testimonials through the following links, featuring Sofia and Yanet.

This dynamic commission continues to forge ahead with a robust agenda. Their upcoming plans include women-only public speaking training sessions and virtual panels where women can share their experiences, shed light on the challenges they've encountered in a predominantly male-dominated industry, and discuss strategies to overcome them.

LGBTQ+ & ALLIES COMMISSION



Our LGBTQ+ & Allies Commission is undeniably one of our most active and well-established committees, boasting the participation of 16 dedicated Improvers who generously share their ideas and experiences. Together, we endeavor to implement the most effective workplace practices and cultivate the inclusive culture necessary for everyone to feel safe within our workplace.



Annually, we host an informative course, extending an open invitation to all Improvers to become allies and contribute to the creation of a secure work environment. This course provides valuable guidance and shares vital statistical data, helping to raise awareness about the very real challenges that our community members encounter daily, both in their personal and professional lives.

As previously mentioned, we are immensely proud of our consecutive receipt of the HRC EQUIDAD MX Certification for four years running. This certification serves as a strong testament to our unwavering dedication to the LGBTQ+ community. We reaffirm that our talent is our most precious asset, and our commitment to fostering a diverse and inclusive workplace remains resolute.

During Pride Month in 2022, we actively participated in the Pride Parade held in Guadalajara, Jalisco. We extended a warm invitation to the families and friends of our collaborators to join us on this momentous occasion. The result was truly remarkable, with over 60 individuals coming together to celebrate and enjoy a day filled with joy and unity. Our participation not only contributed to fostering a sense of camaraderie within our workforce but also made a positive impact on social integration within the broader community. It was indeed a day of fun and incredible memories.

PRIORITY ATTENTION GROUP PEOPLE COMMISSION



PRIORITY ATTENTION GROUP PEOPLE

The Priority Attention Group People Commission is dedicated to supporting individuals who possess distinctive traits or characteristics, encompassing a wide range, including but not limited to age, color, creed, national origin, race, religion, marital status, sex, sexual orientation, gender identity, physical attributes, physical or mental ability or disability, ancestry, political party preference, political belief, socioeconomic status, or familial status. This commission is committed to recognizing and addressing the specific challenges and needs of these individuals, while also working to formulate strategies and solutions that foster their inclusion and overall well-being within Improving México.

GENEROSITY

In December, the company dedicated itself to giving back by donating to a nonprofit organization that is in need of support. This initiative reflects our commitment to corporate social responsibility and aims to make a meaningful impact in the community. By collaborating with a carefully selected nonprofit, we seek to address pressing issues and provide assistance to those who require it most. Our contributions will help bring joy and relief during the holiday season, ensuring that individuals and families facing challenges can experience some comfort and support. We encourage everyone in the organization to participate in this charitable effort, reinforcing our values of compassion and community engagement. Together, we can make a difference and spread hope during this special time of year.

The dynamic took place through Generous Advocate, where each enterprise championed a cause that mattered to them. Representatives passionately advocated for their causes, and together they empowered change. Following this, a voting session was held in which the top four winners were selected to receive donations. Additionally, every nominee—whether a winner or not—received \$1,000 in recognition of their efforts. This initiative not only amplified the voices of diverse causes but also fostered a spirit of collaboration and support within our community, ensuring that all participants contributed to a positive impact.

Improving's donations to GA associations - 2023

| ENTERPRISE | ASSOCIATION | AMOUNT | DONATION LINK |
|-------------------|--|-------------|---|
| Dallas | Agile for Patriots | \$1,000 USD | https://agileforpatriots.org/donate/ |
| Toronto, Ontario | Big Brothers Big Sisters of Toronto | \$1,000 USD | https://bbbstoronto.com/ways-to-give/donate/ |
| Houston | Catholic Charities: Archdiocese Of Galveston-Houston | \$1,000 USD | https://catholiccharities.org/donate/ |
| Ohio | Cleveland GiveCamp | \$1,000 USD | https://www.paypal.com/donate/?cmd=_s-xclick&hosted_button_id=6HDW5U6SD3CEY&ssrt=1702306042546 |
| Minnesota & Omaha | HopeKids | \$5,000 USD | https://hopekids.org/donate/ |

| ENTERPRISE | ASSOCIATION | AMOUNT | DONATION LINK |
|-----------------|---|-------------|---|
| Atlanta | Pediatric Brain Tumor Foundation (PBTf) | \$4,000 USD | https://prathamusa.org/chapter/austin/ |
| Austin | Pratham USA | \$1,000 USD | https://prathamusa.org/chapter/austin/ |
| Ottawa, Ontario | Welcome Mission Hall | \$1,000 USD | https://welcomehallmission.com/ways-to-give/ |

Mexico- Casa Kamami



Mexico presented Casa Kamami; an organization dedicated to planting solutions in society to prevent domestic violence. Since 2005, it has focused on supporting and developing girls and adolescents who are victims of this violence, regardless of their socioeconomic or educational background. It is important to note that Jalisco is the sixth state with the highest rates of child violence in the entire country. Casa Kamami's goals are:

- To provide a safe and optimal environment for the housing, health, and recreation of the girls.
- To facilitate access to the necessary resources for the comprehensive human development of girls, including therapies, workshops, and education.
- To manage the legal and educational aspects needed to strengthen the identity and family connections of the girls.

Casa Kamami emerged as the big winner in the presentations, raising a total of \$4,593 USD among all the Improvers. This amount reflects the hard work and dedication of each team member, establishing Casa Kamami as a true example of commitment and teamwork. Congratulations on this outstanding achievement!

ORANGE DAY: ORANGE THE WORLD

In Mexico, the pervasive issue of violence against women persists, reflecting a larger problem of inequality and a disregard for human dignity. However, there remains a ray of hope. The 25th day of each month is designated by the UNiTE campaign as "Orange Day," a day devoted to raising awareness about violence against women and girls. The color orange, representing joy and optimism, symbolizes a world where violence is absent [2].

November 25th marks the International Day for the Elimination of Violence Against Women. This Orange Day serves as a rallying call for activists, governments, and UN partners to unite in their efforts to prevent violence against women and girls every month.

At Improving, we hold a deep commitment to this cause. Consequently, on the 25th of every month, we disseminate news and activist content to our staff through our internal Sustainability Newsletter. Recognizing that action alone cannot eradicate violence, we have collaborated closely with the Women's Commission to provide our staff with access to crucial virtual discussions that illustrate how violence against women extends beyond physical harm, encompassing verbal abuse and workplace harassment. We remain resolute in our dedication to eradicating all forms of violence within our workplace, unequivocally declaring that such behavior will not be tolerated. Together, we labor towards a future where violence against women is eradicated from our world.

INSTITUTION FM4



FM4 Paso Libre, Dignidad y Justicia en el Camino A.C., or Dignity and Justice on the Way A.C., is a non-profit organization dedicated to the defense and promotion of human rights for migrants and refugees in western Mexico. They achieve this noble mission through comprehensive humanitarian assistance and advocacy efforts. Improving has been a staunch supporter of this association, offering donations in kind and providing them with a platform to share their impactful work and contributions to the cause. We firmly believe in the importance of raising awareness about the formidable challenges faced by migrants, and we take great pride in our partnership with FM4 Paso Libre. Through our donations, including clothing and backpacks, we aim to make a positive difference in the lives of those they serve and support their crucial humanitarian efforts.

ANTICORRUPTION PRACTICES

At Improving, we uphold standards of integrity, ethics, and transparency in our operations. In this section, we outline our comprehensive anticorruption initiatives, which encompass policies, procedures, training, and ongoing efforts to prevent, detect, and address any instances of corruption. By fostering a culture of accountability and compliance inspired by our environments of trust, we strive to safeguard our reputation, maintain the trust of our stakeholders, and contribute to a fair and just business environment.

Training Initiatives Promoting Anticorruption Practices

The training initiatives listed below are integral components of Improving's commitment to upholding ethical standards and fostering a culture of integrity within the organization. Aligned with our anticorruption efforts, these training sessions aim to educate employees across various departments on the importance of ethical conduct, compliance with regulations, and the identification and prevention of corrupt practices. By equipping our workforce with the necessary knowledge and skills, we reinforce our dedication to promoting good governance and ethical behavior throughout the organization.

| Campaign Name | Start Date | End Date | # of Learners | % Started | % Completed |
|------------------------------------|------------|------------|---------------|-----------|-------------|
| HR & Recruiting - December 2023 | 12/6/2023 | 1/11/2024 | 34 | 100% | 100% |
| Annual Security Awareness 2023 | 10/1/2023 | 11/1/2023 | 1,393 | 92.00% | 92.00% |
| Finance and Accounting Summer 2023 | 9/20/2023 | 9/25/2023 | 29 | 100% | 100% |
| Sales and Accounts September 2023 | 9/11/2023 | 10/11/2023 | 89 | 96.00% | 96.00% |
| Security Champions Summer 2023 | 9/8/2023 | 9/23/2023 | 8 | 100% | 100% |
| BCS Secure Development | 8/21/2023 | 8/26/2023 | 9 | 100% | 100% |
| Security Champions Summer 2023 | 8/21/2023 | 9/5/2023 | 8 | 75% | 75% |
| Finance and Accounting Summer 2023 | 8/15/2023 | 9/16/2023 | 29 | 93% | 93% |
| New Users July 2023 | 7/19/2023 | 8/18/2023 | 123 | 65% | 64% |

CODE OF ETHICS & CONDUCT

At Improving, we place paramount importance on the impeccable integrity and conduct of our employees. While each member of our team possesses unique qualities, we collectively share non-negotiable standards and responsibilities. These standards are essential to create and maintain a workplace characterized by responsibility, safety, and unwavering ethical principles.

To fulfill this commitment, we have established a comprehensive code of ethics and conduct designed to assist in resolving various situations that may arise in our daily operations. While this code covers a broad spectrum of scenarios, it is not exhaustive and is not intended to address every possible situation requiring a decision. Rather, it serves as a foundational framework outlining the fundamental principles that guide the conduct of Improving's staff.

The primary objective of this code is to offer guidance to employees concerning their responsibilities and behavior within the company, empowering them to make decisions aligned with the core principles and values upheld by Improving. In cases where specific guidance is lacking in the code of conduct, employees should turn to their immediate supervisors, the ethics committee, or designated authorities for the necessary considerations and guidance. Should any questions or uncertainties arise regarding these policies, employees are encouraged to reach out to their hierarchical superiors for clarification and guidance.

DATA PRIVACY & SECURITY

Information represents a valuable resource for Improving, and as such, it demands vigilant protection. Safeguarding sensitive information is of paramount importance, ensuring that it remains accessible exclusively to individuals who require it while preventing indiscriminate disclosure.

To maintain this crucial safeguard, we have instituted a comprehensive set of policies governing information security and the responsible use of social media within our organization. These policies include:

- Information Security Policy
- Electronic Messaging Policy
- Privacy and Personal Data Protection Policy
- Social Media Policy

These policies collectively form the foundation of our commitment to safeguarding data privacy and security at Improving. They outline the principles and procedures necessary to maintain the confidentiality and integrity of our information assets while promoting responsible and secure use of electronic communication and social media platforms.

CODE OF ETHICS QUIZ

Improving Mexico maintains a comprehensive Code of Ethics policy that is readily accessible on its official website. As part of our commitment to upholding these ethical standards, all employees are required to participate in an annual questionnaire. This questionnaire serves to assess and verify that every employee within the company is well-acquainted with and comprehends the contents of the Code of Ethics and Conduct.

In order to successfully pass the quiz, employees are expected to achieve a score of 8 out of 10. This benchmark ensures that all employees have a strong grasp of our ethical guidelines and are equipped to conduct themselves in accordance with the principles outlined in the Code of Ethics and Conduct.

ETHICS COMMITTEE:

The Ethics Committee serves as the oversight body responsible for ensuring adherence to the Code of Ethics. It also handles the reception and follow-up of complaints and reports while applying appropriate sanctions for any conduct that contravenes this code. The committee conducts its duties with the utmost commitment to ethical principles and impartiality, regardless of the circumstances.

The Ethics Committee comprises the following members:

- General Management
- Talent Management representative
- Sustainability representative
- Legal Advisor or Legal Department of the company (in cases involving legal implications)
- External Advisor: DIEZZ, a consulting firm

To facilitate the reporting of ethical concerns, Improving has established an ethical mailbox: mx-ethics@improving.com. This platform allows interested parties to communicate any irregularities or actions contrary to legality and the provisions outlined in the Code of Ethics.

In the year 2022, we received a total of 0 complaints, reflecting our commitment to maintaining ethical standards within our organization.

Throughout any complaint process, several guarantees are upheld, including:

- Respect and protection for individuals
- Confidentiality
- Privacy
- Impartiality
- Protection against potential retaliation
- Prompt intervention
- Presumption of innocence
- These guarantees ensure that the process is fair, respectful, and aimed at upholding the principles of integrity and ethical conduct.

CONFLICTS OF INTEREST

At Improving, we recognize that our employees may engage in outside employment or other activities, including volunteering. We do not impose a blanket prohibition on such endeavors; however, we maintain stringent guidelines to ensure that these external commitments do not compromise the quality of work, create conflicts of interest, or have any adverse legal implications for Improving, our clients, or the company's reputation.

The specific details and provisions governing possible conflicts of interest are comprehensively outlined within our Code of Ethics. These guidelines serve as a vital resource to help employees navigate and address any situations where conflicts of interest may arise. Our commitment to transparency and ethical conduct underscores our dedication to maintaining the highest standards of integrity and professionalism.

TRUST CHANGES EVERYTHING

OUR PROMISE: CULTIVATE ENVIRONMENTS OF TRUST

At the heart of our Guiding Principles lies our commitment to fostering environments built on trust and our aspiration to transform the perception of the IT profession through trust. We regard it as our primary responsibility each day to establish trust with our clients, partners, colleagues, stakeholders, and all those we interact with.

In 2022, an impressive 92% of our current employees in Mexico participated in our flagship internal course, Trust 101. This equates to approximately 452 Improvers out of 491, with 65 leaders facilitating various activities such as Trust pods sessions. Trust 101 delves into the exploration of the 4 Cores of Credibility and the 13 Trust Building behaviors, equipping our team with a shared language to engage in more meaningful discussions about trust. It empowers us to intentionally cultivate trust in both professional and personal relationships.

Trust pods # 9: Trust pods serve as a valuable resource for Improvers, connecting them with a small group of fellow Improvers, whether they are on the same project or not. These trust pods serve as a platform to refine trust-building skills and facilitate discussions on the intricacies of applying the 4 Cores of Credibility and 13 Trust Behaviors in daily life.

As part of a trust pod, Improvers meet with their group for 30 minutes per week and utilize provided prompts to explore and discuss one of the Cores of Credibility or Trust Behaviors. These sessions are instrumental in deepening our understanding and practice of trust within our organization.

ONE ON ONE

Effective and frequent communication between employees and managers is a cornerstone of workplace engagement. In its simplest form, one-on-one (1-on-1) meetings are regular interactions between managers and their team members. Occasionally, these sessions may also involve coaches, mentors, or peers. However, these meetings go beyond discussing work-related tasks. They serve as a valuable opportunity to gain valuable insights into the employee experience.

At Improving Mexico, we conducting these 1-on-1 sessions on a monthly basis. This regular cadence of communication helps foster better understanding, engagement, and collaboration within our organization.

OPEN DOORS

At Improving, our unwavering commitment is to foster an exceptional work environment where every voice is not only heard but actively encouraged. We believe in the freedom to raise concerns, knowing that these concerns will be promptly addressed. Our aim is to ensure that communication flows seamlessly at every level of our organization.

Openness lies at the core of our ability to swiftly resolve customer issues, identify and tackle emerging business challenges, and adapt to the evolving needs of our diverse and global workforce.

The essence of Improving's open-door policy revolves around the principles of open communication within an atmosphere of trust and mutual respect. This foundation serves as a catalyst for collaboration, growth, high-performance, and ultimately, success.

In the year 2022, we conducted a total of 20 sessions and meetings with Improvers focusing on our open-door policy. These sessions were scheduled every fifteen days, with an average attendance of 85 individuals. This initiative underscores our dedication to fostering transparent and inclusive communication within our organization.

IMPROVING SECURITY CAPABILITIES

Improving utilizes its Enterprise Model to integrate security and compliance practices into projects across the enterprise, customizing them to suit the specific requirements of clients and projects. Over the years, we have built a solid track record of collaborating with both the private and public sectors on security-specific demands, including adherence to standards such as SOC 2, HIPAA, FERPA, PCI-DSS, and various other personally identifiable information (PII) needs. Our enterprise-wide security posture comprises core requirements applicable to all employees and consultants within our organization, alongside heightened requirements tailored to specific client initiatives.

The following highlights our core competencies in the realm of security and compliance:

- Improving Atlanta has developed and hosts its proprietary Innovative BCS background check program, which is widely utilized by state and local governments for employment background checks. The hosting environment for this program, currently on Azure for Government, has successfully undergone SOC 2 Type I and multiple years of SOC 2 Type II audits for both its development and hosting operations. Additionally, the program complies with Criminal Justice Information Services (CJIS) requirements and has been audited by the Federal Bureau of Investigation.
- Annual Security Awareness Training is mandatory for all Improving employees. Multifactor Authentication is required for accessing Office 365 accounts. Additional training is provided to align with project/client-specific requirements.
- In our work with healthcare companies across the industry spectrum, we routinely enter into Business Associate Agreements (BAA) with clients, thereby encompassing HIPAA compliance within the scope of our project resources. We diligently follow our clients' compliance requirements, policies, and procedures throughout project delivery.
- With several clients, we are involved in the delivery of software and infrastructure services subject to PCI-DSS regulations. In such cases, our work falls within the scope of their PCI audit, necessitating compliance with the client's controls pertaining to PCI compliance and security.
- Background checks are conducted for all consultants engaged in projects where they are required by the client.
- Programs and standards such as ISO 27001, HITRUST, and similar frameworks are adhered to by our project teams when mandated by a client or project.

Our internal security measures are tailored appropriately to the size of our organization and the nature of our business information. Specific requirements are always identified and applied to focus the compliance scope while minimizing risk for individuals engaged in projects with heightened compliance needs. Our security practices are designed to be scalable and transferrable, making them applicable to any group within the larger Improving company to ensure that clients' specific needs are met.

We are more than willing to provide further details or engage in discussions regarding our security capabilities.

REFLECTIONS ON FUTURE CHALLENGES AND RETROSPECTIVE OF THE 2023

Reflecting on the journey of Improving, our commitment to excellence and innovation has propelled us to remarkable heights in the consulting IT services and software development industry. Over the years, we've not only achieved significant growth but have also solidified our position as a leader, driven by our relentless pursuit of improvement and dedication to delivering exceptional value to our clients and communities.

One of the cornerstones of our success lies in our adherence to sustainability. Initiatives such as Conscious Capitalism and our Zero Plastic and Waste Policy exemplify our commitment to making a positive impact on the environment and society.

Our dedication to diversity, equity, and inclusion (DEI) has also been instrumental in driving our success. By fostering an inclusive workplace culture and actively supporting underrepresented groups, we've created an environment where everyone feels valued, respected, and empowered to thrive. Our commitment to DEI isn't just a moral imperative—it's a strategic advantage that fuels innovation, creativity, and collaboration across our organization.

In addition to our social and environmental initiatives, our focus on continuous improvement and quality excellence has been paramount. Through rigorous training programs, strategic talent acquisition, and investment in cutting-edge technologies, we've equipped our team with the skills and resources needed to deliver world-class solutions that exceed client expectations. Our dedication to transparency, accountability, and client-centricity has earned us the trust and loyalty of our clients, enabling us to forge long-lasting partnerships built on mutual respect and shared success.

As we look to the future, we remain committed to pushing the boundaries of what's possible and setting new standards of excellence. By leveraging emerging technologies, embracing disruptive innovations, and staying true to our core values, Improving will continue to drive positive change and create value for all our stakeholders. Our collective efforts will pave the way for a brighter and more sustainable future for generations to come.

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