



ESG

REPORT



improving 

2025

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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, South America, India 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 organizations worldwide. Through innovative technology solutions, we help our clients achieve both tactical and strategic business objectives, enabling them to grow, adapt, and succeed in an increasingly dynamic and competitive marketplace.

Across the world, Improving is redefining the landscape of technology services. Our teams bring together deep technical expertise and a strong focus on stakeholder value and usability to address complex technological challenges. By integrating advanced capabilities such as platform engineering, artificial intelligence and machine learning (AI/ML), and modern data strategies with essential business practices like agility, automation, and collaboration, we deliver solutions that go beyond functional software supporting meaningful and lasting business transformation.

At the same time, our success is driven by our people. Creating an exceptional workplace culture is a core priority at Improving. We strive to build an environment where individuals experience genuine fulfillment in their work, develop strong professional and personal connections, and feel empowered to grow. Our commitment to open communication, continuous development, and shared success has been fundamental to our sustained growth. At the heart of Improving lies a set of core values that guide how we work, collaborate, and deliver impact for our clients and communities.

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 inspired by the principles of the Conscious Capitalism movement, which recognizes that businesses can serve a broader purpose while creating long-term value for all stakeholders.

- **Purpose:** Conscious businesses pursue a purpose that extends beyond profit, striving to create meaningful impact for clients, employees, communities, and society.
- **Culture:** Organizational culture reflects the guiding principles, values, and practices that shape how a company operates and how its people collaborate.
- **Stakeholders:** Conscious organizations understand that sustainable success depends on creating value for the entire business ecosystem, including employees, clients, partners, and communities.
- **Leadership:** Conscious leaders intentionally foster environments built on trust, care, accountability, and service to others.

OUR AMBITION

Our ambition is to transform the perception of the IT professional by demonstrating that technical excellence can coexist with integrity, collaboration, and genuine human connection.

OUR PROMISE

Our promise is to cultivate environments of trust. Each day, we commit to building and strengthening trust with our clients, partners, colleagues, and communities. Trust is not only a value we promote it is the foundation that guides how we work, communicate, and grow together.

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.

IMPROVING'S VALUES

Our identity is shaped by three core values: **Excellence, Involvement, and Dedication.**

EXCELLENCE – RISE ABOVE

Excellence is not an occasional act, but a continuous habit.

- We inspire others through the quality of our work and the integrity of our actions.
- We build trust by consistently exceeding the expectations of clients and colleagues.
- We remain resourceful and confident, while also humble enough to seek help when needed.

INVOLVEMENT – GO BEYOND

Our success is a result of collective involvement.

- We believe that meaningful contributions create opportunities.
- Greatness is rarely achieved by doing the minimum; it comes from going beyond expectations.
- We actively pursue personal development and continuous improvement.

DEDICATION – GIVE FREELY

Dedication means thinking of others more, without thinking less of ourselves.

- We share our time, knowledge, and experience generously.
- We celebrate the achievements and growth of others.
- We take ownership of our work and represent the Improving name with pride.

SUSTAINABILITY EFFORTS AT IMPROVING

Our sustainability mission is to generate a positive and lasting impact in the communities where Improving operates. We align our efforts with the principles of the United Nations Global Compact and the United Nations 2030 Agenda for Sustainable Development, contributing to the achievement of Sustainable Development Goals (SDGs). Through this commitment, we aspire to be recognized within the global IT ecosystem as a company that integrates sustainability into the way it operates and grows.

Our approach focuses on creating value for both our internal and external communities while fostering a safe, inclusive, and collaborative work environment. By embedding responsible practices into our operations and culture, we aim to strengthen our long-term contribution to society and the technology sector.

This report highlights the collective efforts of Improving and its enterprises across North America, showcasing the initiatives and practices that support sustainable growth. From environmental stewardship to social impact and strong governance practices, we remain committed to measuring our progress and continuously improving our performance.

We extend our sincere appreciation to our corporate partners and to every Improver who contributes to these initiatives. Together, we continue working toward a more sustainable future through the responsible and transformative use of technology.

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

CROSS-CUTTING SUSTAINABILITY PRACTICES

Improving sustainability strategy is aligned with internationally recognized frameworks that promote responsible and ethical business practices. These frameworks guide our efforts and help ensure that our initiatives contribute to broader global sustainability priorities.

Our sustainability approach reflects the principles of the United Nations Global Compact, which emphasize responsible business practices across four key areas: environmental responsibility, labor standards, human rights, and anti-corruption.

In this context, Improving implements cross-cutting sustainability practices that support these principles across our operations and enterprises. These initiatives combine organization-wide policies with locally driven programs implemented by individual enterprises.

Furthermore, our commitment extends beyond organizational boundaries by aligning with the United Nations 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). These global objectives provide a framework for addressing major global challenges such as poverty, inequality, climate change, 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 a 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.

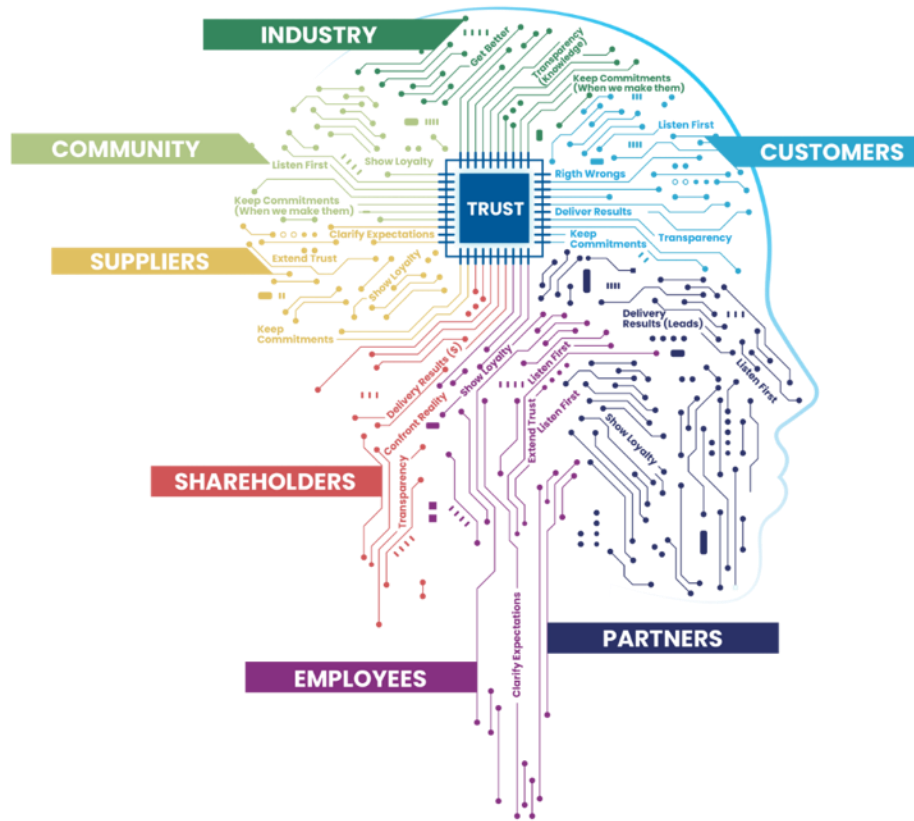
RELATIONSHIPS WITH OUR STAKEHOLDERS

In this section, we present the impact of our initiatives on key stakeholders, highlighting the engagement, collaboration, and outcomes achieved throughout 2025. Our efforts are focused on strengthening relationships, sharing knowledge, and contributing positively to the communities in which we operate.

During 2025, our primary stakeholders included clients, employees, partners, suppliers, government entities, chambers, universities, employees' families, the LGBTQ+ community, priority attention groups, charitable organizations, society at large, and the environment.

INTEREST GROUP IN 2025

IMPROVING STAKEHOLDER MODEL



Our stakeholder engagement approach is guided by six key pillars that support the well-being of employees, clients, and the broader community. These pillars promote a dignified and inclusive work environment and reflect our commitment to the principles of Conscious Capitalism, encouraging collaboration, shared value creation, and long-term relationships across our stakeholder ecosystem.

MODEL IN ACTION

CODELAUNCH 2025



CodeLaunch is 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."

In 2025, CodeLaunch held 3 major competitions across North America and LATAM, with events in Toronto (June), Guadalajara (October), and the World Championship in Dallas (November). The World Championship took place on November 12th at the iconic Gilley's Dallas, with a \$50,000 investment prize awarded to the World Champion.

The regional winners throughout the year were:

- **CodeLaunch Canada 2025** (Toronto, June): Overall Winner — Kavodax, PCL Champion — Vansquad.
- **CodeLaunch LATAM 2025** (Guadalajara, October): Overall Winner — Abrazo Seguro, PCL Champion — BugBusters. codelaunch
- **World Championship 2025** (Dallas, November): Overall Winner & Judges' Choice — Well Water Finders, PCL Champion — OH/IO. codelaunch

The 6 World Championship finalists were **Kavodax, Caption, Well Water Finders, LifeSpark Labs, Theia Jobs**, and **Abrazo Seguro** — the strongest startups selected from all regional competitions throughout the year.

Since its founding in 2013, CodeLaunch has accelerated over 126 finalists, produced 25 total events, helped startups raise over \$64 million in funding, and provided more than \$2.3 million in in-kind seed services.

To learn more, visit: <https://codelaunch.com/>

COMMUNITY WORKSPACES

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 serves as a catalyst for positive change, championing initiatives that aim to improve lives and strengthen the communities we are part of. Through this program, generosity becomes a shared commitment across all regions, empowering Improvers to support causes that create meaningful and lasting impact.

In 2025, a total of \$26,000 USD was donated to 15 associations, reflecting our collective dedication to social responsibility and community engagement. Beyond recognition, selected initiatives received tangible support to improve their reach and impact.

 **1st Place (Tie):** Special Spaces – \$5,000 USD

 **1st Place (Tie):** Mesón A.C. – \$5,000 USD

 **2nd Place:** Fundación de la Hemofilia – \$3,000 USD

 **3rd Place:** Abuelitos Heladeros – \$2,000 USD

The 2025 Generosity Advocate Program concluded with a tie for first place, with both Special Spaces (Minnesota) and Mesón A.C. (Mexico) receiving the highest number of votes from the Improving community. To recognize this exceptional result, each organization was awarded a \$5,000 USD donation. Fundación de la Hemofilia (South America) placed next and received \$3,000 USD, while Abuelitos Heladeros (Guatemala) received \$2,000 USD. Through this initiative, Improving continued its commitment to supporting organizations that make a meaningful difference in the communities where we live and work.

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 2025, our dedication to stakeholder engagement resulted in notable achievements across various outreach initiatives throughout our enterprises:

USER GROUP EVENTS HOSTED

A total of 786 user group events provided platforms for knowledge sharing and community building. 22,318 attendees participated in these events, fostering collaboration, professional growth, and meaningful connections across the technology community.

SPEAKING ENGAGEMENTS

Speaking engagements continued to provide opportunities for our team members to share expertise, best practices, and industry insights with external audiences.

IMPROVING TALKS EVENTS

46 Improving Talks events facilitated dialogue, innovation, and continuous learning across our community. With 1,219 attendees, these sessions sparked engaging discussions, knowledge sharing, and valuable networking opportunities.

IMPROVING UNIVERSITY EVENTS

28 University events were held, providing students with learning opportunities and industry connections, 954 students and recent graduates participated in these activities, enhancing their readiness for the job market.

Through talks, workshops, and guided visits, we fostered interest in software development and STEAM careers.

SUPPLIER RELATIONSHIP

We promote equal opportunities in our procurement processes, ensuring that supplier selection is conducted with integrity, transparency, and in full compliance with applicable regulations. Payment practices are aligned with agreed contractual terms, reinforcing trust and long-term relationships with our suppliers.

Suppliers are expected to comply with all applicable legal, tax, and labor obligations. In cases of non-compliance or unethical conduct, Improving reserves the right to terminate the business relationship in accordance with established policies.

For high-impact projects, supplier selection is conducted through a quotation-based process designed to ensure the best balance of quality, cost, and service. This approach is carried out with objectivity and fairness, providing equal opportunity to all participating providers.

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.

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

Improving provides training programs designed to strengthen the capabilities of professionals and teams through practical, real-world learning experiences. These programs are delivered by experienced practitioners and are tailored to meet the specific needs of each organization.

The training offer covers key areas such as Agile methodologies, software development, artificial intelligence, and leadership, and is delivered through flexible formats that support both individual and team development.

CERTIFICATION TRAINING

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

CERTIFICATION TRAINING

Our workshops are half-day to one-day courses that target very specific skills. Whether you want to brush up on a subject or learn about one for the first time, here are some of the workshops that we can produce for you:

- Agile Leadership Workshop
- Agile Metrics Workshop
- Agile Overview Workshop
- Artificial Intelligence and Machine Learning for Leaders

Improving Training achieved remarkable milestones in 2025, delivering high-quality education and professional development across regions. A total of 32,931 students were trained through 2,291 courses, resulting in 15,869 certifications earned. With an outstanding 99% recommendation rate, our commitment to excellence continues to empower professionals worldwide.

Building on a strong legacy of training, Improving has delivered over 2,700 classes, reaching more than 39,000 students and generating 20,000+ certifications. Our training portfolio includes both public and private courses, designed to meet diverse organizational needs. With a 99.1% recommendation rate, we are proud to be recognized as the largest Scrum.org training partner in the Americas, reinforcing our position as a leader in professional development and agile education.

GOVERNMENT

In 2025, we continued to deepen our engagement with the governments of Jalisco and Zapopan, expanding our impact across multiple initiatives and reaching over 200 participants throughout the year.

In collaboration with the Zapopan Government, our team served as evaluators for Reto STEAM Jalisco, reviewing innovative projects proposed by local talent. We also played an active role in Reto Kids Zapopan, where we engaged more than 95 participants as judges at the Tuzania Public Library and facilitated a hands-on SCRUM with Legos workshop at our GDL office. Closing the year with the Jalisco Government, we contributed to the Premios RETO STEAM 2025 by delivering a SCRUM session for emerging talent.

Through our ongoing partnership with Redi Zapopan, we supported the third edition of the Ciclo de Mujeres Empresarias: En la Industria Tech, bringing together panelists from diverse communities to inspire over 50 attendees. We also participated in a Conscious Capitalism talk, sparking meaningful conversations about its impact on today's work environment.

On the I Am Remarkable front, we kicked off the year with an empowerment session for our Female User Group at the GDL office and carried that momentum into Jalisco Tech Week 2025 at BBVA Spark, reinforcing our commitment to self-empowerment, inclusion, and personal growth across the region.

UNIVERSITIES AND STUDENTS

Committed to nurturing emerging talent, Improving continued to actively engage with universities and students across the country in 2025. This year, we hosted 28 in-person and virtual events, connecting students and academic communities through a diverse range of initiatives. Through university visits to our GDL office, mentorship sessions, bootcamps, and thought-provoking talks on topics such as Conscious Capitalism, Business Intelligence, and AI in the Boardroom, our Improvers shared both technical expertise and professional insights with the next generation of STEAM talent.

Among the highlights of the year, we partnered with Tecnológico de Monterrey for mentorship sessions with prepa-tec students and participated in the Encuentro EXATEC Negocios 2025. We also collaborated with CUTONALA on the Tech & Innovation Summer Experience 2025, delivered a Beautiful Patterns Bootcamp for Universidad Panamericana de Aguascalientes, and engaged with the Facultad de Telemática at the XV Jornada de Vinculación at Universidad de Colima.

The universities we collaborated with in 2025 include:

- Universidad Panamericana de Aguascalientes
- Tecnológico Superior de Jalisco
- Tecnológico de Monterrey
- Universidad Autónoma de Aguascalientes
- Universidad Tecnológica de la Costa
- CETI
- ITESO
- CUTONALA
- Instituto Tecnológico Superior de Santiago Papasquiaro
- Universidad Tecnológica del Retoño (UTR Aguascalientes)
- Centro Universitario de los Altos
- Universidad de Colima
- Tecnológico de Pabellón de Arteaga
- Universidad de Quintana Roo
- Tecnológico de Estudios Superiores de Jilotepec

We welcomed students from universities across the country, offering them the opportunity to tour our offices, discover how Improving operates, and hear firsthand from one of our developers. Each visit is thoughtfully prepared by our Improvers with a shared purpose: to spark curiosity and inspire the next generation to pursue a career in software development.

Beyond office visits, our Improvers led talks covering both technical and soft skills, tailored specifically for students and recent graduates with aspirations in STEAM fields. These sessions go beyond theory they offered real, practical guidance on navigating the job market and what it takes to grow at a company like Improving.

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 and organizations, including:

Mexico

- **ComproDiverso:** An organization committed to diversity and inclusion in the workplace. Our Improvers participated in panels on LGBTQ+ visibility in corporate spaces and shared best practices around maternal health in professional environments.
- **Laboratoria:** A nonprofit that transforms women's lives through tech education. We proudly joined their celebration of 10 years of impact in Mexico.
- **Programa Click Mujer:** A program focused on women's digital empowerment. We contributed through an I Am Remarkable session designed to inspire self-confidence and personal growth.
- **REDI Zapopan:** A hub for innovation and entrepreneurship in Jalisco. We collaborated to introduce CodeLaunch to the local startup ecosystem.
- **EO (Entrepreneurs' Organization):** A global network for business leaders. We contributed with an executive session on AI strategy and market advantage.
- **IxDF Chapter Guadalajara:** The local chapter of the Interaction Design Foundation. We co-created a design leadership lab to shape the future of design in the city.
- **Best Place to Work:** A global recognition program for outstanding workplace culture. Improving earned 4th place in the category of companies with fewer than 500 employees in 2025.

ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS

The Come Together initiative is aligned with the Sustainable Development Goals (SDGs) established under the United Nations 2030 Agenda. Through its implementation across Mexico, the United States, South America, India and Canada, the initiative promotes awareness and engagement around key topics such as well-being, diversity, inclusion, cultural awareness, and environmental responsibility.

Monthly activities, including virtual sessions, in-person events, and challenges, provide employees with opportunities to explore these topics and engage with colleagues across different locations. These efforts contribute to strengthening organizational culture, increasing employee engagement, and reinforcing awareness of sustainability-related priorities within the company.

COME TOGETHER

The Come Together initiative is a corporate program designed to strengthen employee engagement and promote awareness of key social and sustainability topics across Improving's offices in Mexico, the United States, South America, India and Canada.

Aligned with the United Nations Sustainable Development Goals (SDGs), the initiative introduces monthly themes such as well-being, cultural sensitivity, diversity, inclusion, and environmental awareness. Through virtual events, in-person gatherings, and interactive challenges, employees can connect with colleagues across locations while learning about topics that support a more inclusive and responsible workplace.

These activities have contributed to strengthening organizational culture, increasing employee engagement, and fostering a stronger sense of community throughout the company.



Virtual Talks

As part of the Come Together initiative, virtual sessions were organized to bring together Improvers from different offices to reflect on topics related to well-being, diversity, inclusion, and sustainability. These conversations created an accessible space to share perspectives, learn from specialists, and encourage open dialogue across the organization.

In-Person Events

In addition to the virtual sessions, each office hosted in-person activities aligned with the monthly initiative's themes. These gatherings helped strengthen connections among employees, encourage participation, and reinforce the organizational culture within each location.

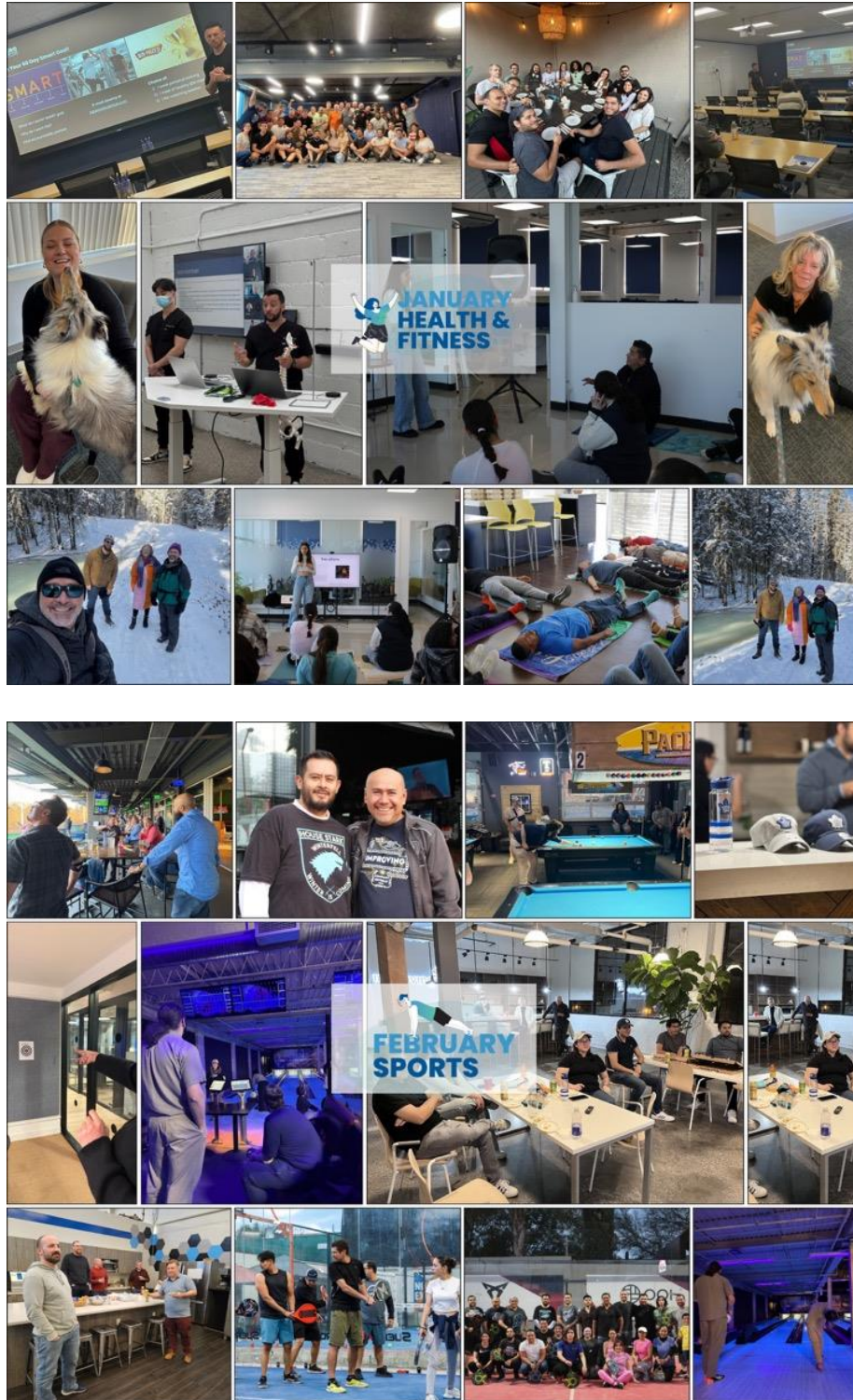
Challenge

To further encourage engagement, monthly interactive challenges were also introduced, offering Improvers hands-on activities to explore each theme individually or as a team. These challenges sparked reflection on how everyday actions connect to broader social, cultural, and environmental goals, while reinforcing the habits and values that bring the initiative to life.

Come Together In-Person Events Throughout 2025

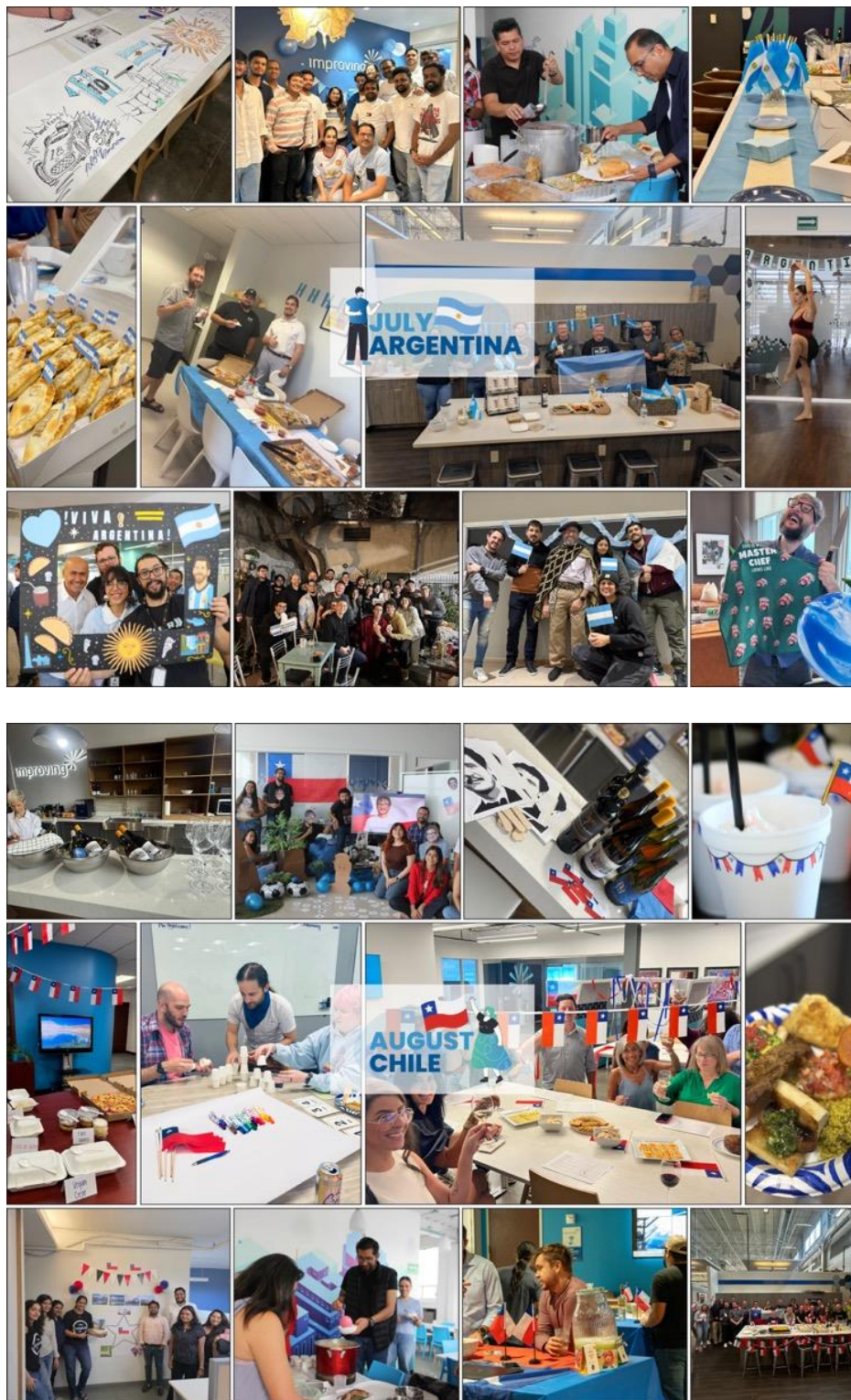


Throughout the year, offices across Canada, the United States, Guatemala, Chile, Argentina, India and Mexico hosted in-person activities aligned with the monthly themes of the Come Together initiative.













The Magdalen House
A RECOVERY COMMUNITY FOR WOMEN



houston 
foodbank



Make-A-Wish
ILLINOIS



PARKDALE
COMMUNITY FOODBANK

CHAMPIONS

The Come Together initiative is supported by a network of champions across Improving offices in Mexico, the United States, South America, India and Canada, these individuals lead and coordinate activities within their respective locations, helping bring the monthly themes of the initiative to life and encouraging participation among employees.

In Mexico, the enterprise champion is Sandy Hermosillo, Corporate Director of Community Relations, who oversees the broader coordination of the initiative and supports collaboration across offices.

For 2025, the champions network includes representatives from multiple Improving locations:

Name	Office
Emily Bailey	Atlanta, GA
Minu Mohan	Austin, TX
Meg Downey	Chicago, IL
Diana Stevens	Dallas, TX
David Belcher	Dallas, TX
Terrence Persaud	Houston, TX
Crystal Stubblefield	Cleveland, OH
Ben Heigel	Columbus, OH
Jenn Massey	Minneapolis, MN
Alicia Buechler	Omaha, NE
Armando Lopez	Aguascalientes, Mexico
Sandy Hermosillo	Corporate
Beatriz Peñaloza & Sandy Hermosillo	Guadalajara and remote, Mexico
Dee Delahunt	Ottawa, Ontario
Sarthak Routh	Ottawa, Ontario
Asrai Porter	Vancouver, British Columbia
Colleen Yee	Vancouver, British Columbia
Faiz Dharamsi	Vancouver, British Columbia
Lisa Tran	Calgary, Alberta
Kevin Macphie	Calgary, Alberta
Gustavo Alvarez	Toronto
Emily Sanchez	Toronto
Pauline Buenafe	Winnipeg
Fernanda Rodriguez	Santiago de Chile
Diana Corigliano	Buenos Aires, Argentina

Participant Feedback

As part of the year-end evaluation process, participants were asked to rate their satisfaction with the performance of their Come Together champions. The survey results reflected strong positive feedback across the organization.

Out of 85 responses, the results showed 69 promoters, 14 passives, and 2 detractors, resulting in an overall Net Promoter Score (NPS) of 79.

These results highlight the important role champions play in facilitating participation, promoting engagement, and strengthening the impact of the initiative across Improving's offices.

ACTIVITIES AND IMPACT

Each month, the Come Together initiative focuses on a central theme designed to raise awareness, share knowledge, and connect Improvers across locations. Throughout the month, a variety of activities are organized, including virtual talks, motivational challenges, and in-person events that encourage collaboration and engagement among employees.

At the end of each cycle, these activities reflect the collective effort and commitment of the organization to promote learning, connection, and awareness around topics such as well-being, diversity, inclusion, and sustainability.

INVOLVEMENT AND GOALS

The Come Together initiative continued to drive strong engagement across Improving in 2025, with consistent participation throughout the year across a diverse range of activities. Monthly themes such as health, sports, inclusion, technology, and cultural awareness were delivered through virtual talks, challenges, and in-person events, creating multiple opportunities for Improvers to connect and engage.

Virtual talks remained the primary driver of participation, with several sessions exceeding **300 attendees** and a peak of **473 participants** during the year-end session. In-person events also demonstrated strong engagement across offices, with attendance consistently surpassing 300 participants in multiple locations, reinforcing local connections and strengthening organizational culture. Challenges, while smaller in scale, supported ongoing engagement and encouraged continuous participation throughout each monthly cycle. Overall, these results reflect the initiative's capacity to address diverse interests and foster a strong sense of community across regions.

TYPE OF ACTIVITY	AVERAGE NUMBER OF PARTICIPATING IMPROVERS PER ACTIVITY
Virtual Talks	232
In Person Events	376
Challenge	54

Monthly participations		Q1 Unique participations
January	770	1073
February	801	
March	654	

Monthly participations		Q2 Unique participations
April	516	1073
May	829	
June	707	

Monthly participations		Q3 Unique participations
July	831	1055
August	803	
September	620	

Monthly participations		Q4 Unique participations
October	853	832
November	589	
December	493	

The results of the Come Together initiative demonstrate its role as a key driver of employee engagement and community building across Improving. Through consistent participation and a diverse range of activities, the initiative has successfully fostered connection, learning, and collaboration across regions.

MONTHLY IMPACTS

As introduced earlier, the Come Together initiative aligns with the Sustainable Development Goals (SDGs) established in the United Nations 2030 Agenda. Each monthly theme is designed to contribute to specific SDGs by promoting awareness, engagement, and learning across the organization.

The following table presents an overview of the initiative's monthly focus areas and their alignment with the SDGs, highlighting the positive impact generated through employee participation and engagement.

MONTHLY TOPICS	SDG	IMPACT
	SDG 3 – Good Health and Well-being	770 Improvers participated in health-focused virtual talks, a wellness challenge, and an in-person event, exploring topics such as work-life balance, chronic disease awareness, and personal well-being. These initiatives encouraged healthier habits, self-reflection, and a stronger commitment to overall wellness.
	SDG 3 – Good Health and Well-being	1,539 participations were recorded across sports-themed virtual talks, a challenge, and an in-person event. Improvers engaged in conversations around resilience, endurance, and personal growth through sports, fostering teamwork and an active lifestyle.



SDG 5 –
Gender Equality

1,257 participations reflected strong engagement in conversations around women’s health, empowerment, and representation in technology. Through virtual talks, a challenge, and an in-person event, this month reinforced awareness, inclusion, and recognition of women’s contributions.



SDG 15 –
Life on Land

1,145 participations were driven by sustainability-focused talks, an environmental challenge, and an in-person activity. Topics such as biodiversity, outdoor connection, and responsible practices encouraged environmental awareness and action.



SDG 9 – **Industry,
Innovation and
Infrastructure**

1,731 participations were recorded, making it one of the highest engagement months. Improvers explored emerging technologies, AI, and strategic partnerships through expert-led sessions, reinforcing continuous learning and innovation.



SDG 10 – **Reduced
Inequalities**

1,188 participations highlighted meaningful engagement in topics such as migration, belonging, and inclusive workplaces. Through panels, discussions, and activities, this month strengthened awareness and fostered a more inclusive culture.



SDG 4 – **Quality
Education**
SDG 10 – **Reduced
Inequalities**

1,140 participations reflected cultural learning and connection through talks and activities focused on Argentina. These initiatives promoted global awareness, diversity appreciation, and cross-cultural engagement.



SDG 4 – **Quality Education**
SDG 10 – **Reduced Inequalities**

1,144 participations were achieved through virtual experiences and cultural exploration. Improvers engaged with diverse perspectives, strengthening cultural understanding and regional connection.

SDG 3 – **Good Health and Well-being**

1,047 participations were driven by interactive talks, a gaming challenge, and an in-person event. These activities promoted connection, creativity, and mental well-being through play and collaboration.

SDG 15 – **Life on Land**

985 participations focused on animal welfare, responsible pet ownership, and community awareness. Through talks and activities, this month encouraged empathy and responsible environmental interaction.

SDG 3 – **Good Health and Well-being**

1,306 participations highlighted critical conversations around men's health, leadership, and well-being. These initiatives helped reduce stigma and encouraged open dialogue and preventive care.

SDG 1: **No Poverty**

SDG 3: **Good Health and Well-being.**

SDG 4: **Quality Education**

SDG 5: **Gender Equality**

SDG 10: **Reduced Inequalities**

In December 2025, Improving celebrated Generosity Month as part of the Come Together initiative by championing causes that matter and giving back to organizations making a real difference. A total of \$26,000 USD was donated to associations around the world, with the shared goal of inspiring transformation and empowering lasting, positive change within our communities.

SDG 13: **Climate
Action**

SDG 15: **Life on Land**

In the spirit of the Come Together initiative, we extend our gratitude to everyone who contributed to fostering unity, collaboration, and positive change throughout 2025. The commitment and participation of Improvers across our offices have played a key role in strengthening connections, promoting inclusion, and supporting the initiative's goals.

Their dedication continues to drive the vision of Come Together, helping build a more connected and engaged community across the organization.

UN GLOBAL COMPACT ALIGNMENT

Improving is committed to fostering an ethical, inclusive, and employee-centered work environment. Through initiatives that promote diversity, equity, and inclusion, support employee well-being, and encourage professional development, the company works to maintain a respectful and balanced workplace.

In addition, Improving integrates principles related to anti-corruption, transparency, and responsible business conduct into its operations. These efforts reflect the organization's commitment to aligning with the principles of the United Nations Global Compact and to promoting sustainable and ethical practices across its activities.

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 are committed to sustainability and community engagement through various initiatives. We have partnered with a janitorial company to manage waste disposal and recycling efforts on a nightly basis, ensuring responsible waste handling and minimizing 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 DALLAS | 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 upheld 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



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 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 2025, the collective effort of our Improvers resulted in an impressive 434.2 kg of plastic caps donated – a small act that carries an enormous impact. We are deeply grateful to every Improver who contributed their enthusiasm and commitment to making this initiative a success.

ELECTRONIC RECYCLING CAMPAIGN

Since 2016, Improving has actively participated in an annual electronic waste recycling campaign across our Aguascalientes and Guadalajara offices, collecting a wide range of electronic items including tablets, cables, phones, cameras, memory sticks, hard drives, chargers, earphones, CDs, DVDs, radios, and more.

In our 2025 campaign, we collected over 341 electronic items a reflection of the growing environmental awareness and commitment among our Improvers. Of these, 67 items were processed through our certified partner, BT Recycling Solutions SA de CV, a company with over 20 years of experience in environmental compliance, ensuring proper destruction methods were applied to prevent contamination. The remaining items are being carefully stored and managed following responsible e-waste handling practices, with commitment to ensure they are processed through certified channels, keeping them out of landfills and minimizing their environmental impact.

This initiative reinforces Improving's ongoing dedication to sustainable practices and serves as a reminder that every device responsibly handled is a step toward a healthier planet. Certificates validating the recycling process of the certified items are included below.



10	Other Asset	Monitor	GW2204HM	1TB/7500/2019	Bomg
12	Other Asset	Monitor	GW2240-B	1TB/8GB/2019	Bomg
13	Improving	Television	LG55UH57SA	6080MTB/145	LG
14	Dispositivo móvil	Tablets	Samsung, Apple, Genesys	N/A	Varios
15	Electrodomesticos	Lamparas LED	Genesys	N/A	Genesys
16	Cameras	Cameras	Sony, Canon, LG	N/A	Varios
17	Altavoces	Booms	BL, VANS, Genesys	N/A	Varios
18	Electrodomesticos	Cajas de refrigeración	Apple TV, Genesys	N/A	Varios
19	Dispositivo móvil	Celulares	Samsung, Sony, Apple, Genesys	N/A	Varios
20	Componentes	Componentes de electrónica	N/A	N/A	Varios
21	Computadora	CPU	Lite on it	N/A	Genesys
22	Impresoras	Impresoras	Epson	N/A	Varios
23	Electrodomesticos	Ratadores	Genesys	N/A	Genesys
24	Electrodomesticos	Cargadores inalámbricos	Genesys	N/A	Genesys
25	Other Asset	Dren & Control remoto	Genesys	N/A	Genesys
26	Other Asset	Calentador de toallitas para bebés	Genesys	N/A	Genesys
27	Other Asset	Dispositivo de Cable	Mercedes Libre	N/A	Genesys

Please note BT Recycling Solutions S de RL de CV policy dictates that all materials received at our facility were completely destroyed

Sincerely



Armando Velarde Yañez
Warehouse and Production's Supervisor

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Avenida de los Pinos 6928, Colonia Otra no Especificada en el Catalogo
Venta del Astillero, Zapopan Jalisco
Código Postal 45221



December 30th, 2025

Itexico Services S de RL de CV
Nombre Comercial : Improving
Domicilio: Av. Patria 888 Piso 4, Col. Loma Real
CP 45129
Zapopan Jalisco
RFC 15E-120905-AV4

CERTIFICATE OF DESTRUCTION
LOT MX5173 - ITE006

TAG	EQUIP	TYPE	MODEL	SN	MANUFACTURED	
1	0081	Accessory	Keyboard	N/A	N/A	Apple
2	0448	Accessory	Headset	SPK-1304	N/A	Tech Zone
3	0785	Accessory	Headset	H490	N/A	Logitech
4	0290	Accessory	Headset	H490	N/A	Logitech
5	4322	Accessory	Keyboard	N/A	N/A	Microsoft
6	4830	Accessory	Headset	H490	N/A	Logitech
7	0070	Accessory	Power Adapter	MagSafe 2 60W	N/A	Apple
8	0237	Accessory	Keyboard	N/A	N/A	Microsoft
9	0667	Accessory	Keyboard	N/A	N/A	Microsoft
10	0713	Accessory	Power Adapter	N/A	N/A	Apple
11	4583	Accessory	Headset	H490	N/A	Logitech
12	0428	Accessory	Headset	H490	N/A	Logitech
13	4820	Accessory	Mouse	900 Wireless	N/A	Microsoft
14	0665	Accessory	Mouse	N/A	N/A	Microsoft
15	4560	Accessory	Cables HDMI	N/A	N/A	Amazon Basics
16	4820	Accessory	Adapter USB 3.0 a USB C	N/A	N/A	Ugreen
17	0237	Accessory	Mouse	N/A	N/A	Microsoft
18	0280	Accessory	Keyboard	K750	N/A	Logitech

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Avenida de los Pinos 6928, Colonia Otra no Especificada en el Catalogo
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ELECTRONIC DEVICES RECYCLING CAMPAIGN

Got old electronics gathering dust? Bring them in and help us drive our sustainability initiatives forward! By recycling your unused devices, you're playing a crucial role in reducing electronic waste and making a positive impact on the planet.

Available throughout September and October!

Hand your devices to IT in both offices Guadalajara and Aguascalientes.



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 167 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.





The Environment Commission, led by its President Africa Soto Flores and comprised of 10 dedicated Improvers from Mexico, remains actively committed to promoting sustainability and environmental responsibility across the organization. Through a combination of awareness campaigns, recycling programs, energy-saving initiatives, and a responsible consumption catalog, this group continues to cultivate a culture of sustainability both within Improving and in the broader community.

A key pillar of their work in 2025 was the organization of three virtual talks designed to deepen Improvers' understanding of pressing environmental issues. In March, Adrian Pacheco opened the conversation with a session on environmental challenges in Mexico and the world, reaching 71 attendees. In June, Nora Aguirre from BT Recycling Solutions led a session on electronic waste destruction and recycling processes as a timely complement to our ongoing e-waste campaign bringing together 66 participants. Closing out the year in October, Miguel Mora captivated 49 attendees with "El camino de las 1,000 especies," a reflection on biodiversity and the urgency of protecting our natural world.

Together, these efforts reaffirm the Environment Commission's dedication to fostering a culture of sustainability within the IT industry and at Improving Mexico — one conversation, one action, and one habit at a time.

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.

AT IMPROVING OTTAWA

In Ottawa, our office operates within an office tower where waste management and cleaning services are primarily handled by the property management team of the Office Park. KRP has implemented environmentally friendly cleaning practices, requiring contractors to use non-toxic, biodegradable products and high-quality filtration systems. Waste removal follows a structured schedule, with recycling collected on Tuesdays and Thursdays, general waste noticed Mondays, Wednesdays, and Fridays, and kitchen waste removed nightly. Additionally, KRP offers a no-cost recycling program for e-waste, toner cartridges, and batteries, with designated collection points within the premises. Tenants are encouraged to separate recyclable materials and place cardboard waste in designated areas for efficient disposal.

Furthermore, after-hours access is required to enter the building and gain floor access via the elevator. Most of our team members work remotely, reducing carbon emissions associated with daily commuting. This decentralized work model aligns with our commitment to sustainability by minimizing the ecological footprint of our operations. Despite our distributed workforce, we remain dedicated to implementing sustainable practices both within our office space and through remote work arrangements, collaborating with property management to ensure environmentally responsible operations.

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.

AT IMPROVING WINNIPEG

In our Winnipeg office, we prioritize responsible waste management by maintaining dedicated recycling bins for cans, bottles, cardboard, and other recyclable materials throughout the workspace. Additionally, we provide shredding bins for secure document disposal and facilitate the recycling of old electronic equipment. These initiatives align with our commitment to sustainability, ensuring proper waste segregation and minimizing our environmental impact.

LABOR PRACTICES

RECRUITING OUR IMPROVERS

Our operational vision statement, updated for 2025, reflects our commitment to advancing DEI efforts across all aspects of our daily operations. Through strategic talent acquisition, inclusive diversity initiatives, and continuous learning and development, we aim to strengthen our organizational culture and foster a workplace where every individual feels valued, respected, and empowered to contribute.

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 2025 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 2025, Improving Mexico welcomed 26 new Improvers to our growing community. This included 19 billable professionals, 3 corporate and administrative team members, and 3 interns, each contributing unique perspectives, expertise, and enthusiasm. Every new team member plays a valuable role in strengthening our culture, fostering collaboration, and enhancing our ability to deliver exceptional results for our clients and communities.

Welcoming new talent is a testament to our continued growth and commitment to fostering an inclusive and dynamic work environment. These new Improvers will contribute to various projects and initiatives, driving innovation and collaboration across teams.

As we continue to expand, we remain dedicated to supporting our employees' professional development, ensuring they have the tools and resources needed to thrive at Improving.

DEMOGRAPHICS: COMPOSITION OF TEAM IMPROVING

This section provides an overview of Improving's workforce composition, offering insights into key demographic and employment characteristics. It highlights the diversity of our team through indicators such as age distribution, gender representation, and geographic presence.

Additionally, it examines organizational factors including seniority, tenure, and work location, allowing for a deeper understanding of our workforce structure and its evolution over time. These insights support informed decision-making and reinforce our commitment to fostering a diverse, inclusive, and well-balanced organization.

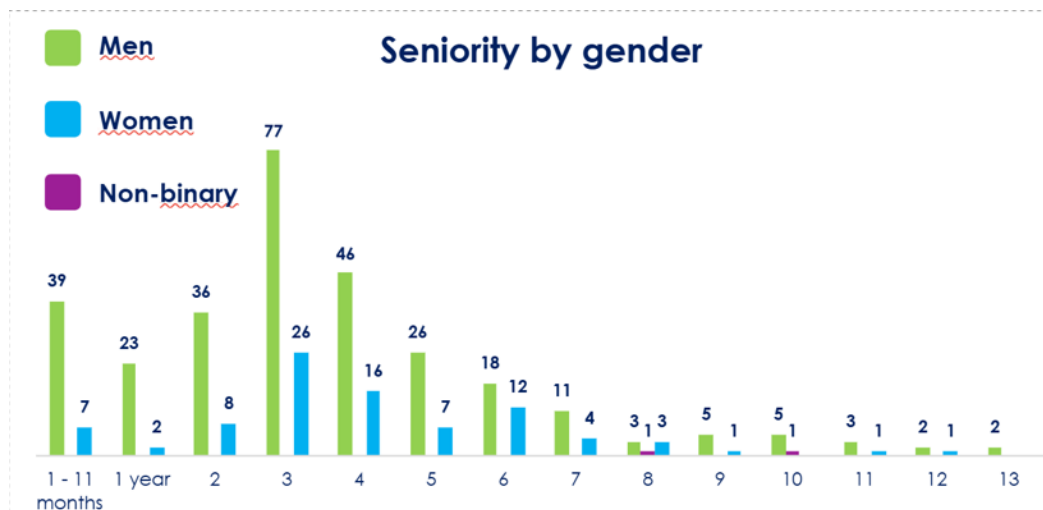
Improving's global workforce is composed of a diverse and talented team of 1,645 employees across multiple regions. In Canada, 237 employees contribute to our operations, while Mexico accounts for 363 team members and the United States for 441. Our presence also extends to Chile with 52 employees, Argentina with 182, India with 224, and Guatemala with 70, in addition to 76 employees within our corporate structure.

Across all locations, each employee plays a key role in advancing our mission and upholding our core values. Together, we continue to drive innovation, strengthen an inclusive culture, and contribute to reshaping the perception of the IT industry through excellence and collaboration.

Our workforce comprises 22.80% women (Cisgender), 76.68% men (Cisgender) and 0.52% non-binary. Additionally, more than 31 employees identify as part of the LGBTQ+ community, reflecting our commitment to fostering an inclusive and diverse workplace. 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.

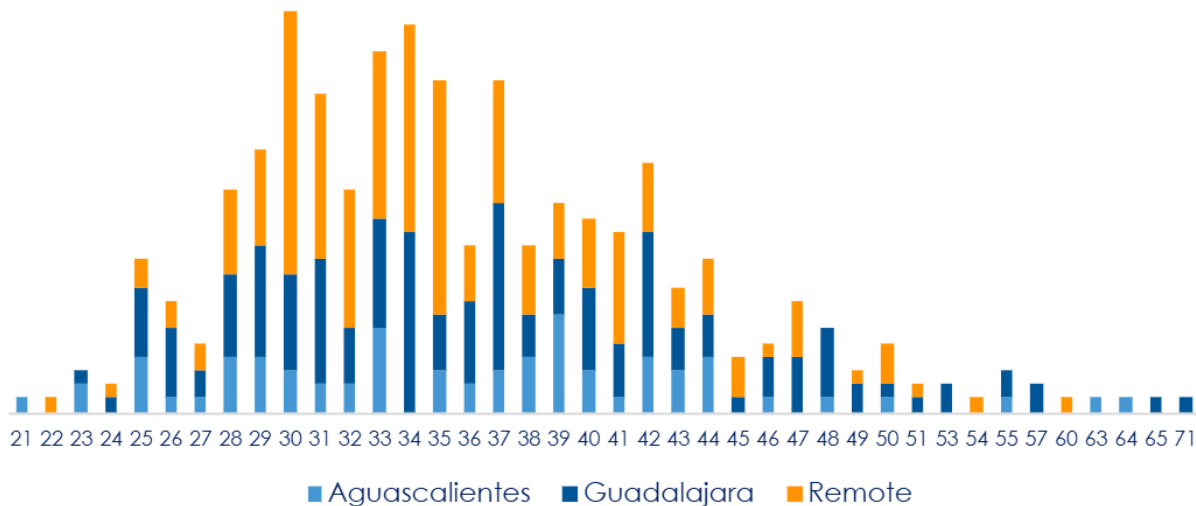
SENIORITY BY GENDER



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.

Ages per location

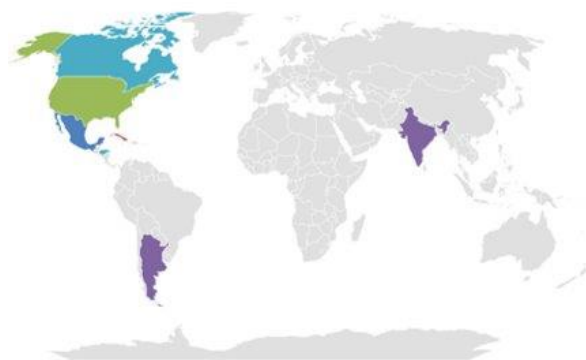


Improving acknowledges the imperative of promoting inclusion and diversity, particularly within our female workforce across North American operations. This stands as a key goal for 2026, with a concerted effort to collect data aimed at building a more intersectional workforce. We recognize the importance 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 present an overview of Improving's global presence. Our offices across the United States, Mexico, Canada, and other international locations enable us to deliver high-quality services while maintaining close connections with our clients, communities, and collaborators.

These locations represent the foundation of our operations and reflect our continued growth and expansion across regions.



United States

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

Canada

- Calgary, Alberta
- Ottawa, Ontario

- Vancouver, British Columbia

- Toronto, Ontario

- Winnipeg, Manitoba

Mexico

- Guadalajara, Jalisco
- Aguascalientes, Aguascalientes
- Remote Operations

Latin America

- Santiago, Chile
- Buenos Aires, Argentina

Other Regions

- Pune, India

EMPLOYEE SURVEY NPS 2025

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.

In 2025, the quarterly NPS scores fluctuated as follows:

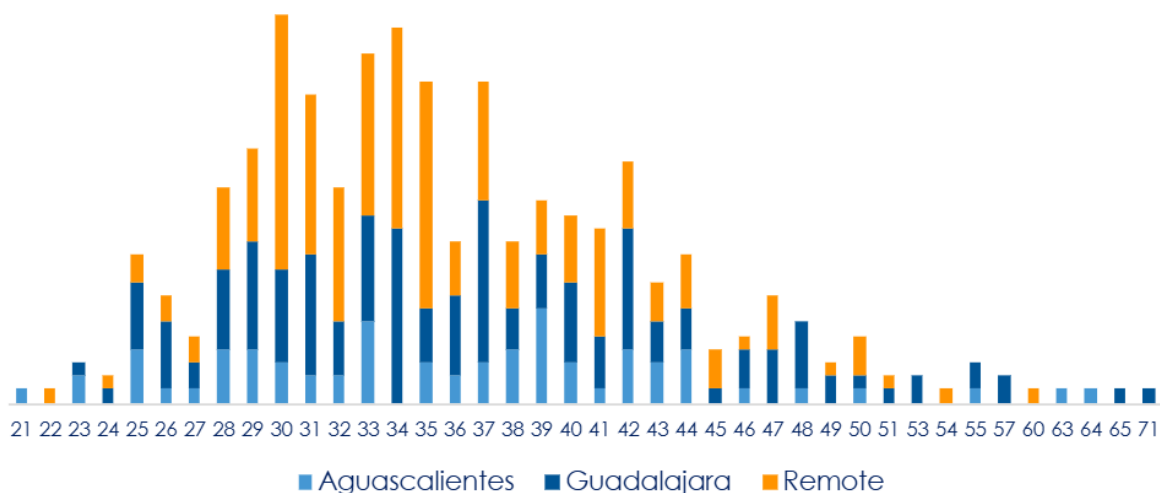
- Q1: 27
- Q2: 34
- Q3: 40
- Q4: 52

The highest NPS score was recorded in Q4 (52), reflecting the strongest level of employee satisfaction and engagement during the year. This steady increase across all four quarters suggests that the initiatives implemented to enhance employee experience have had a positive impact. At the same time, Improving remains committed to continuously identifying opportunities for further improvement and strengthening employee engagement.

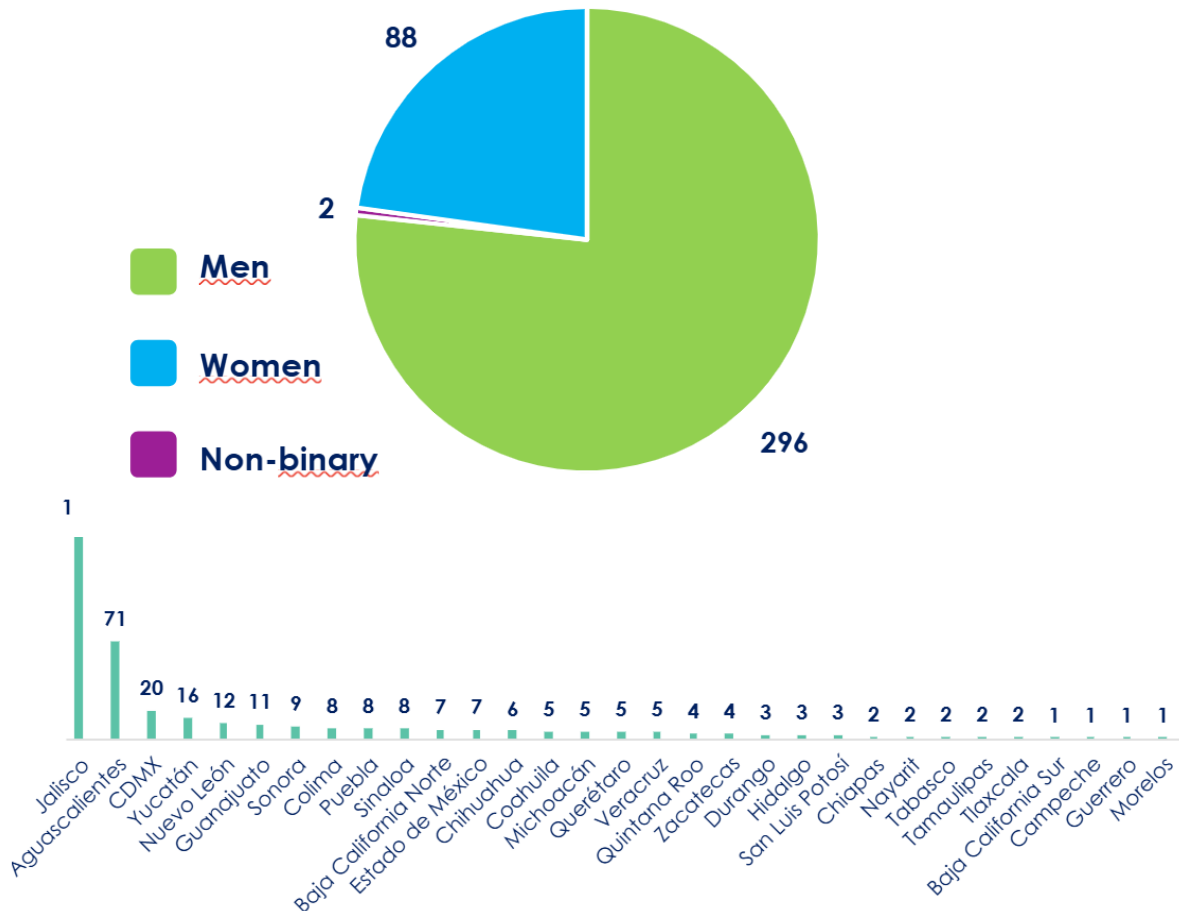
To gather comprehensive insights, Improving conducts quarterly surveys among employees with at least two months of tenure, assessing workplace satisfaction, quarterly performance, and future expectations. Improving remains committed to fostering a dynamic and engaged workforce, continuously striving for excellence and sustained growth.

DIVERSE WORKPLACE

Ages per location



Gender



LEARNING AND TALENT DEVELOPMENT

At Improving, we foster a culture of continuous learning and innovation by providing opportunities that empower Improvers to develop their skills and share knowledge. Through a variety of training initiatives and learning resources, we support professional growth while strengthening the technical and leadership capabilities needed to deliver high-quality technology solutions.

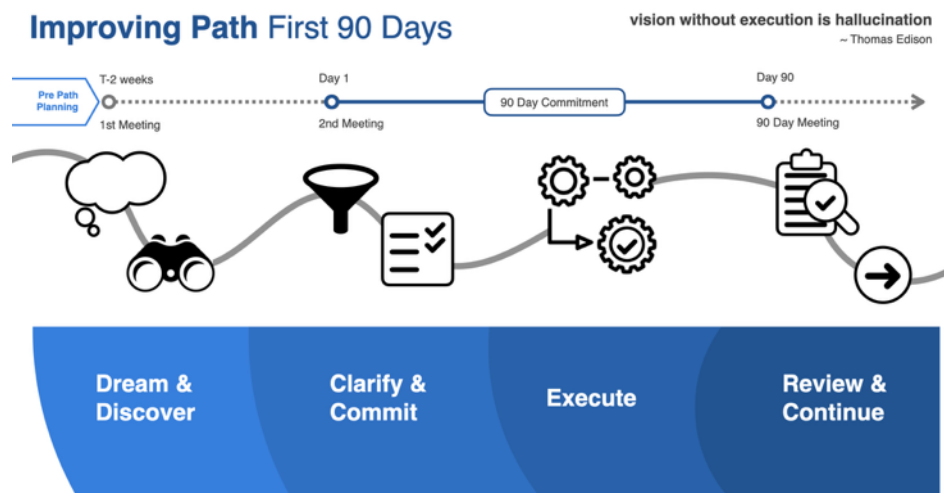
One of the key tools supporting this effort is Udemy for Business, which provides learning licenses to Improvers who have established an internal career path plan. This platform allows employees to access courses aligned with their professional goals and skill development needs, reinforcing our commitment to nurturing talent and maintaining an agile, forward-thinking workforce.

CAREER PATH

At Improving, we believe that excellence is driven by a growth mindset, and we are committed to supporting Improvers throughout their professional journey. The Career Path initiative is designed to provide structure, guidance, and personalized feedback, enabling employees to reach their full potential while aligning their development with organizational goals.

Through this program, Improvers work closely with a dedicated PATH Coach who supports them in identifying growth opportunities, exploring career directions, and navigating their development journey. A variety of resources and learning opportunities are available to help employees strengthen their capabilities and engage with the broader Improving community.

Employees can request to be paired with a trained PATH Coach and begin a structured development process tailored to their individual goals. This approach reinforces a culture of continuous learning, where employees are encouraged to explore, adapt, and grow over time with the support of mentorship and accessible development tools.



IMPROVING U

Improving U is an internal learning program that promotes knowledge sharing and collaboration across the organization. By encouraging Improvers to both learn and teach, the program supports the development of a dynamic and collaborative learning community.

Courses are organized into semesters—spring, summer, and fall—to maintain continuity and encourage sustained participation. Each office contributes to the program by organizing sessions that reflect the interests and expertise of its community.

The courses offered through Improving U cover a wide range of topics, including professional growth, business development, technical skills, soft skills, personal development, community involvement, financial independence, and social interaction.

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: 200

Number of courses: 19

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, and 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!

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.

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.

MONTH	TALENT MANAGEMENT	COME TOGETHER
JANUARY	• Caja de Ahorro • Open Door • Actividad Física with Totalpass • Balance Vida-Trabajo • CT Informative session • December Celebrations • ImprovingU informative session • Discriminación • Animation Club • Taller para Padres y Madres • Monopolios en la Web • Actividad Física with Integra Salud • Why to Implement Streams with Red • Sesión Informative Totalpass 2025 • Entendiendo a la generación de cristal • Conscious Capitalism 201 Training • Open Door • Igualdad y Equidad de Género • Animation Club • Movie Club • January Celebrations	• Kickstart Your Year A Journey to Health, Balance, and Self Improvement • Navigating Diabetes Types, Management, and Impacts • Happiness at work

FEBRUARY

- FinOps and Spot Instances in AWS
- Sana tu Pasado Presente y Futuro Financiero
- Does it Fit Me?
- Vejez Digna
- Open Door
- Acoso y Hostigamiento Sexual
- Animation Club
- Turbo-charging your Python app.
- El Culto al Cargamento (malas prácticas en programación)
- Plenitud con Organización
- Codeless Automation Tools
- Codelaunch session
- CSR Committees session
- ACT 201 on site course (AGS)
- 17 Apps para tu Mac
- Todo lo que debes saber de tu afore
- Open Door
- Prevención de las Violencias
- Global Townhall
- Beyond the Code
- Movie Club
- Animation Club
- February Celebrations

- Ski or snowboard? Gear Up, Choose Your Ride, and Conquer the Snow
- Breaking Limits: What I Learned Running Marathons
- Deliberate Discomfort: Getting Comfortable Being Uncomfortable by Doing Dangerous Things Safely
- From the Court to the Captain: Lessons in Perseverance, Growth, and Leadership

MARCH

- Medio Ambiente: Problemas en México y el Mundo
- Blazor on .NET 8
- Nearshore Townhall
- Embolización de Próstata
- Quién soy Ahora?
- Journaling
- Open Door
- Animation Club
- Azure AI Studio
- Vamos Llenando Corazones
- Angular 19
- La Tecnología y su Contribución en el Desarrollo Sustentable
- Trust Pods Informative session
- La Ranita de Madriguera
- Sesión Informativa Integra
- Given-When-Then Unit Test with XUnit
- Movie Club
- Monitoreo de Mamíferos
- March Celebrations
- Resultados NOM 035
- Open Door

- Beyond Pink Ribbons: Breast Cancer Awareness is about real experiences
- Marks that tell us a story
- The World Through Dance: Lessons in Culture, Confidence, and Courage
- Beautiful Patterns: Empowering Women in Tech Through Mentorship and Training

APRIL

- Por una maternidad y paternidad responsable
- Why HIPPA es importante
- Elige a tu Tribu
- Animation Club
- Salsa class Aqs
- When Learning is fun
- Open Door
- Derechos Humanos de las Mujeres
- AI at Improving
- Asertividad en Pareja
- Derecho al Descanso y Recreación
- Animation Club
- Movie Club
- Trust Pods Informative Session
- Open Door
- A Decade of Web (in) security
- Derechos Humanos en la Familia

- Beyond names: how language deepens your connection to biodiversity
- A deep connection through hiking together
- How to make your first camping trip a success
- Nothing But Footprints

MAY

- El Arte de Sentir
- Panel: Incorporating AI into our web
- Animation Club
- MX Townhall
- April Celebrations
- El Hobby de Dibujar
- OWASP: Building Secure LLM
- Remote Work won't last
- Bordando Punto de Cruz
- Trust Pods Informative Session
- Animation Club
- Jeopardy Tournament
- Medicina Preventiva
- OWASP: Building Secure LLM Part II
- Revisión de política de teletrabajo
- Movie club
- Celebrations

- Confluent Partnership
- The current and future state of AI for software development
- Temporal: The Secret Weapon for Effortless Distributed Apps
- Build Fast Applications and Modernize your Workloads with Redis
- How to Create a Fun Open Source Project

JUNE

- Modelismo Estático
- Open Door
- Proceso de Destrucción y Reciclaje electrónico
- Animation Club
- Tips para un buen viaje
- Seguridad y Salud del Teletrabajo
- Jeopardy Tournament
- Tiny Experiments
- Open Door
- TCGs: El hobby del Cartón Brilloso
- Animation Club
- Panel
- Multitasking
- EIP Training
- Panel
- Fall Guys Tournament
- Trust Pods Informative Session
- Open Door session

- Then & Now: Two Journeys, One Destination – What Migration Teaches Us About Belonging
- Panel Beyond Words: Real Stories of Working in a Second Language
- Panel Full Acceptance

JULY

- "Del "Dios Proveerá" al "Para eso Trabajo"
- Animation Club
- Movie club
- Celebrations
- Jeopardy Tournament
- Let's Talk about HIPAA
- Mastery
- Un Paseo Interactivo por el Universo
- Salud Mental en el Desarrollo Estudiantil
- Animation Club
- Trust Pods Informative Session
- Open door session
- Plática informativa de Seguros Conexión
- La Ciencia de la Felicidad
- Good Vibes Codes Only
- PHP is Dead... or not?
- Animation Club
- Movie club

- R40: Made in Argentina
- Argentina en Mis Zapatos: La Migración Vista Desde Adentro
- Between Empanadas and Elation: The Pulse of a Nation

AUGUST

- July Celebrations
- Jeopardy Tournament
- Open door session
- How AI is already making my life easier
- ENPS Q2 2025 Results
- Taller Planea Hoy y Disfruta Mañana
- Software Development en Gaming
- Animation Club
- Improving Mx Townhall
- Conscious Capitalism 101
- Panel ESG
- Animación Interactiva
- ImproKids Ags
- ImproKids GdI
- Trust Pods Informative Session
- Build your own platform. Session 1
- Animation Club
- The End of the Developer Era
- August Celebrations

- Virtual Tour of Chile: North, Center & South
- Chile: Tales from the End of the World
- Tres miradas, un país: lo que aprendemos al encontrarnos

SEPTEMBER

- No Todo es Monopoly
- Open door session
- You Should Play Cuphead
- CodeLaunch 2025
- Build your own platform. Session 2
- AI Roundtable
- Vegas for Newbies
- Improving Global Townhall H2
- AI Roundtable
- Total Pass
- AI for Java Developers
- Movie Club
- Animation Club
- Open door session

- Building Trust One Boss at a Time: Reflections After a Decade of Raid Leadership
- Board games to get along and connect, expand your network while sharpening your mind.
- Play to Win: Why You Should Play Games at Work

OCTOBER

- AI Roundtable
- September Celebrations
- Trust Pods Informative session
- Animation Club
- AI Roundtable
- Jeopardy Tournament
- Open Door
- De la Timidez a la Confianza
- AI Roundtable
- El Camino de las 1000 Especies
- Cómo el Deporte me Ayudó a Cambiar mi Mentalidad
- Sin Miedo: Cómo Enfrentar los Retos
- Animation Club
- AI Roundtable
- Generous Advocate 2025: Informative session
- Sesión Informativa seguro de gastos mayores
- Movie Club
- AI Roundtable
- Celebrations

- The importance of adopting and spaying/neutering our companion animals.
- Paw-sitive Vibes!
- 2024 Generosity Advocate Winner
- ¿El gato o yo?

NOVEMBER

- Jeopardy Tournament
- Open Door
- Wonder Women
- Sesión Informativa seguro de gastos menores
- Animation Club
- Improving Mx Townhall
- Datos Culturales y Mitos de Rusia
- Trust Pods Informative Session
- ENPS Results Q3 2025
- ABC del Orgullo
- Wonder Women
- Manejo de Nutrición en personas con VIH
- El Sedentarismo
- AI Roundtable
- De Volver a Encasillarnos a Buscar

- Outrunning My Expiration Date
- Obesity and Practical Solutions
- The Leader's Journey: Challenges, Balance, and Success in an International Company
- Common obstacles men have toward taking therapy

DECEMBER

- Generous Advocate: Selection of México
- Open Door
- Wonder Women
- Animation Club
- Unlocking the full potential
- AI Roundtable
- Celebrations
- Trust Pods Informative session
- Conversatorio
- AI Roundtable
- Cómo Planear Vacaciones
- Jeopardy Tournament
- Open door and end of year toast
- Animation Club
- AI Roundtable

- Generosity Advocate 2025

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

LIFE-WORK BALANCE

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 #ProudtobeImprover. 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 and 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 monthly payment for electricity and Internet services.

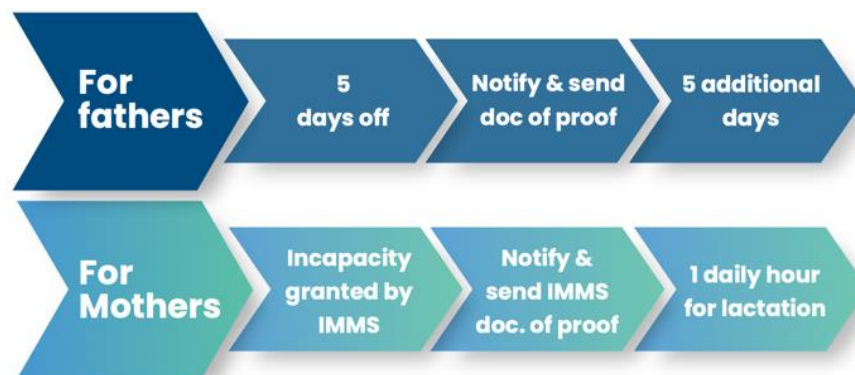
HEALTH AND SECURITY

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 have the necessary time and resources to fully embrace their roles as parents while maintaining a healthy work-life balance.

Birthday /Adoption of children



Improvers are more than welcome to bring their children to the office if needed. We do not oppose or forbid it. At our facilities, we have lactation rooms at our disposal.

TERAPIFY

At Improving, we believe that a truly great workplace goes beyond professional growth — it means caring for the whole person. That's why we have partnered with Terapify, a platform that gives our employees accessible, affordable access to professional therapy. The company proudly covers most of each session's cost, breaking down one of the most common barriers to seeking help. Through this initiative, we hope to remind every Improver that asking for support is a sign of strength, and that their well-being will always be a priority here.

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.



Online psychological therapy platform.

We invite you to use and enjoy this benefit for your mental and spiritual health.

What? How? & How Much?

1. Improvers shall register at this link
<https://form.typeform.com/to/QbGVKevT>
2. It is crucial to register using Improving's email
3. Within 24 hours, they will receive their credentials in their improving email
4. Once that is done, and they log in with the credentials, every time they would like to schedule an appointment and pay for it, the discount will be applied automatically, therefore the use of the discount coupon will no longer be necessary.

Care Units



Anxiety and stress



Depression



Relationship problems



Self-esteem



Personal growth



Sexuality

The platform is:



PROFESSIONAL



SAFE



ACCESSIBLE

How it works?

1. Choose your psychologist
2. Make your appointment
3. Take your session
4. Rate your experience

Contact:

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

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 savings, 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!

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.

DALLAS – TOP WORKPLACES



Our Dallas headquarters is proud to be recognized as one of the Top Workplaces by the Dallas Morning News, ranking #3 in 2025. This achievement reflects the extraordinary culture our team builds every day — one grounded in trust, collaboration, and a shared commitment to making Improving an exceptional place to grow and thrive.

DALLAS – BEST PLACES TO WORK



Our Dallas office is honored to be recognized as the #4 Best Place to Work by the Dallas Business Journal in 2025. As the heart of our organization, Dallas continues to lead by example in building a workplace where every team member feels valued, supported, and empowered to do their best work.

DALLAS – ADMIN AWARDS



Our Dallas office is thrilled to celebrate Dawn Dearstone as a 2025 Admin Awards Winner – the nation's highest honor for administrative professionals. This well-deserved recognition is a testament to Dawn's exceptional dedication, leadership, and the indispensable role she plays in our organization. We are incredibly proud to have her as part of the Improving team.

OHIO – BEST PLACES TO WORK



Improving Ohio is proud to be recognized as the #6 Best Place to Work by Business First in 2025. This recognition reaffirms our commitment to cultivating a positive, inclusive, and rewarding environment across all our Ohio offices, where every Improver feels empowered to grow, collaborate, and succeed.

OHIO – CORPORATE CITIZENSHIP



Improving Ohio is honored to be ranked #16 in Business First's Corporate Citizenship list for 2025. This recognition reflects our ongoing dedication to giving back to our communities and making a meaningful impact beyond the workplace – through initiatives, partnerships, and the values our Improvers bring to everything they do.

HOUSTON – BEST PLACES TO WORK



Our Houston office is proud to be recognized as the #2 Best Place to Work by the Houston Business Journal in 2025. This recognition reflects the people who make Improving Houston what it is – a community built on trust, inclusion, and a genuine passion for each other's success.

**HOUSTON CHRONICLE
– TOP WORKPLACES**



Our Houston office is honored to be recognized among the Top Workplaces by the Houston Chronicle in 2025. This achievement speaks to the culture our team has built — one where collaboration, innovation, and employee well-being are at the center of everything we do.

HOUSTON – MIDDLE MARKET LIST



Improving is proud to be recognized on the Houston Business Journal's Middle Market List, ranking #46 in 2025. This recognition highlights our continued growth and our ability to deliver exceptional value to our clients while maintaining the people-first culture that sets us apart.

**MINNEAPOLIS – BEST PLACES TO
WORK**



Improving Twin Cities is thrilled to be recognized as one of the #14 Best Places to Work by the Minneapolis/St. Paul Business Journal in 2025. This recognition underscores our commitment to creating a workplace where our team members feel inspired, connected, and empowered to thrive both professionally and personally.

OMAHA – BEST PLACES TO WORK



Our Omaha office is proud to be recognized as the #4 Best Place to Work by the Omaha Chamber of Commerce in 2025. This achievement reflects the strong culture of collaboration, respect, and growth that our Omaha team fosters every day, making Improving Omaha a truly exceptional place to work.

**USA – FORTUNE GREAT PLACE TO
WORK: BEST WORKPLACES IN TEXAS**



Improving is honored to be ranked #16 among Fortune's Best Workplaces in Texas in 2025. This recognition reflects our unwavering commitment to building an environment where employees across the Lone Star State feel respected, valued, and inspired to do their best work every day.

USA – FORTUNE GREAT PLACE TO WORK: BEST WORKPLACE FOR TECHNOLOGY



Improving is proud to once again be recognized among Fortune's Best Workplaces for Technology in 2025. This honor celebrates the talented technologists who make Improving exceptional – and our commitment to providing them with the culture, tools, and opportunities they need to innovate and grow.

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



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 2025, we achieved a remarkable milestone by securing the Human Rights Campaign Foundation certification for the seventh 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+ 2025," 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.

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.



MEXICO – BEST PLACE TO CODE



"Best Place to Code" is an initiative meticulously created 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



HUMAN RIGHTS

We are a responsible company deeply committed to giving back to our community. We firmly believe in our responsibility to make a positive impact on the world, and one of the avenues through which we fulfill this commitment is by actively supporting charitable causes and associations.

Our dedication to giving back is firmly grounded in the belief that businesses have an inherent obligation to contribute to the greater good. Through our contributions to these

causes, our aim is to effect real change in the lives of those in need and to help build a brighter future for all.

At Improving, our sense of social responsibility is a core principle we hold in high regard. Through our support for charitable causes and associations, we endeavor to play our part in shaping a better future for everyone. We firmly believe in our duty to give back, and we take immense pride in being active participants in the ongoing effort to make the world a better place.

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 18 active members, 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.

Throughout 2025, the Women Commission brought together a rich program of events dedicated to empowering, educating, and inspiring women across the organization. In April, Mtra. Rocío Nájera Cisneros from the Comisión de Derechos Humanos led a session on Women's Human Rights, reaching 57 attendees. In August, Sandy Hermosillo hosted the "I am Remarkable" workshop in both English and Spanish, encouraging participants to recognize their achievements and speak about them with confidence, while Patricia Vázquez organized workshops and a visit to Casa Kamami. The year closed with the Wonder Women series, where four extraordinary women: Beatriz Vázquez, Marcela Peña Rodríguez, Diana Peralta, and Hilda Ibarra, shared their inspiring life stories, from the human side of leadership to finding purpose through faith and new beginnings. Through their experiences, they demonstrated resilience, determination, and the power of perseverance, reminding us that overcoming obstacles is possible and that our goals are always within reach.

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 in social media.

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 one of our most active and well-established employee groups, with 15 dedicated Improvers working together to promote inclusive workplace practices and cultivate a culture where everyone feels safe to be themselves. Each year, the Commission hosts an educational course open to all Improvers who wish to become allies, sharing key statistics and insights that raise awareness of the everyday challenges faced by our LGBTQ+ colleagues, both personally and professionally.

This ongoing commitment has helped us earn the HRC Equidad MX Certification for seven consecutive years—a reflection of our belief that our people are our most valuable asset and our resolve to build a diverse, inclusive workplace.

In 2025, the Commission's program centered on pride, education, and community connection. In August, a panel titled "De lo que fuimos a lo que somos: Testimonios de orgullo y resistencia" brought together Armando López, Daniel Cornejo, Jordi Cruz, and Anely Doporto to share personal testimonies of pride and resistance before 88 attendees. In October, a Movie Club session featuring "La Chica Danesa," hosted by Beatriz Peñaloza, opened space for reflection and dialogue. The year closed with a session on nutrition management for people living with HIV/AIDS, led by Carlos Alberto López Zaragoza, reaching 50 participants.

During Pride Month, we joined the Pride Parade in Guadalajara, Jalisco, inviting collaborators' families and friends to take part. More than 25 people came together for a day of celebration, unity, and joy highlight of our year and a testament to the strength of our community.



ALLWAYS COMMISSION



ALL WAYS COMMISSION
YOU BELONG HERE

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, 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.

In 2025, the commission evolved into **ALLWAYS COMMISSION**, a new name that better reflects its ongoing mission continuing the same objectives of promoting inclusion, equity, and well-being for all Improvers. This transition was driven by a committed core team of 8 members, whose focused dedication has allowed the group to lay a solid foundation and work closely and intentionally toward building meaningful strategies for a more inclusive Improving México.

ORANGE DAY: ORANGE THE WORLD

Violence against women remains a deeply rooted issue in Mexico, one that reflects broader patterns of inequality and disregard for human dignity. Yet there is a reason for hope. Each 25th of the month, the UN's UNiTE campaign marks "Orange Day," a moment dedicated to raising awareness about violence against women and girls.

November 25th also marks the International Day for the Elimination of Violence Against Women, a call to action for activists, governments, and UN partners to join forces in preventing violence against women and girls every month of the year.

At Improving, we embrace this cause as our own. Every 25th, we share awareness content and activity resources with our staff through our internal Sustainability Newsletter. Recognizing that awareness alone is not enough, we have partnered with our Women's Commission to offer virtual sessions that shed light on the many forms of violence that can take—beyond physical harm, including verbal abuse and workplace harassment. We are still committed to eliminating all forms of violence in our workplace, with zero tolerance for such behavior, as we work toward a future free of violence against women.

ANTICORRUPTION PRACTICES

At Improving, integrity, ethics, and transparency guide everything we do. This section outlines our anticorruption efforts, including the policies, procedures, and training we have in place to prevent, detect, and address any form of corruption. By nurturing a culture of accountability rooted in trust, we work to protect our reputation, uphold the confidence of our stakeholders, and contribute to a fair and just business environment.

CODE OF ETHICS & CONDUCT

At Improving, the integrity and conduct of our people are of paramount importance. While every member of our team brings their own unique qualities, we all share the same non-negotiable standards and responsibilities as the foundation of a workplace built on responsibility, safety, and unwavering ethical principles.

To support this commitment, we have developed a comprehensive Code of Ethics and Conduct that provides guidance for navigating the situations that may arise in our daily operations. While it covers a broad range of scenarios, it is not intended to be exhaustive; rather, it serves as a foundational framework outlining the core principles that guide the conduct of Improving's staff.

The Code's primary purpose is to help employees understand their responsibilities and make decisions aligned with Improving's values and principles. Where specific guidance is not addressed within the Code, employees are encouraged to consult their immediate supervisors, the Ethics Committee, or other designated authorities. Any questions or uncertainties regarding these policies should likewise be directed to a hierarchical superior for clarification and support.

DATA PRIVACY & SECURITY

Information is one of Improving's most valuable resources, and protecting it is a top priority. We are committed to safeguarding sensitive information, ensuring it remains accessible only to those who need it while preventing unauthorized disclosure.

To uphold this commitment, we maintain a comprehensive set of policies governing information security and responsible social media use, including:

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

Together, these policies form the foundation of our approach to data privacy and security, outlining the principles and procedures needed to protect the confidentiality and integrity of our information assets while promoting the responsible use of electronic communication and social media.

CODE OF ETHICS QUIZ

Improving México's Code of Ethics is readily available on our official website. As part of our commitment to upholding these standards, all employees complete an annual questionnaire designed to assess their understanding of the Code of Ethics and Conduct. To pass, employees must achieve a score of at least 8 out of 10, ensuring a strong, company-wide grasp of our ethical guidelines.

ETHICS COMMITTEE

The Ethics Committee oversees compliance with the Code of Ethics, managing the reception and follow-up of complaints and reports, and applying appropriate sanctions when the code is violated. The committee carries out its duties with impartiality and an unwavering commitment to ethical principles.

The Ethics Committee is composed of:

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

To report ethical concerns, Improving provides a dedicated ethics mailbox: mx-ethics@improving.com, enabling anyone to report irregularities or actions that contravene the law or the Code of Ethics.

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 understand that employees may engage in outside employment or other activities, including volunteering. We do not prohibit these endeavors outright; however, we maintain clear guidelines to ensure that such external commitments do not compromise work quality, create conflicts of interest, or expose Improving, our clients, or our reputation to legal risk.

Detailed provisions on managing potential conflicts of interest are outlined in our Code of Ethics, providing employees with clear guidance for navigating these situations. Our commitment to transparency and ethical conduct reflects our dedication to upholding 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 2025, a significant portion of our employees in Mexico participated in our flagship internal course, Trust 101, with several leaders facilitating 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

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, frequent communication between employees and managers is a cornerstone of workplace engagement. In their simplest form, one-on-one (1:1) meetings are regular check-ins between managers and their team members, occasionally including coaches, mentors, or peers. These sessions go beyond work-related tasks, offering a valuable window into the employee's experience.

At Improving México, we hold these 1:1 session monthly, a regular cadence that fosters stronger understanding, engagement, and collaboration across our organization.

OPEN DOORS

At Improving, we are committed to building a work environment where every voice is heard and actively encouraged. We believe in the freedom to raise concerns, with the confidence that they will be addressed promptly, ensuring communication flows seamlessly at every level of the organization.

Openness is central to how we resolve customer issues swiftly, identify and address emerging business challenges, and adapt to the evolving needs of our diverse, global workforce. At its core, our open-door policy is built on open communication within an atmosphere of trust and mutual respect that drives collaboration, growth, and high performance.

In 2025, we held a total of 19 open-door sessions with Improvers, scheduled every two weeks, with an average attendance of 125 individuals per session reflecting our ongoing commitment to transparent, inclusive communication across the organization.

IMPROVING SECURITY CAPABILITIES

Improving leverages its Enterprise Model to embed security and compliance practices into projects across the organization, tailoring them to the specific needs of each client and engagement. Over the years, we have built a solid track record partnering with both private and public sector clients on security-specific requirements, including SOC 2, HIPAA, FERPA, PCI-DSS, and various other personally identifiable information (PII) standards. Our enterprise-wide security posture combines core requirements that apply to all employees and consultants with elevated requirements tailored to specific client initiatives.

Highlights of our core security and compliance capabilities include:

- Improving Atlanta has developed and hosts its proprietary Innovative BCS background check program, widely used by state and local governments for employment screening. Hosted on Azure for Government, the program has successfully completed SOC 2 Type I and multiple years of SOC 2 Type II audits for both development and hosting operations and complies with Criminal Justice Information Services (CJIS) requirements, having been audited by the Federal Bureau of Investigation.
- Annual Security Awareness Training is mandatory for all Improving employees, and Multifactor Authentication is required to access Office 365 accounts. Additional training is provided as needed to meet project- or client-specific requirements.

- In our work with healthcare clients, we routinely enter into Business Associate Agreements (BAA), incorporating HIPAA compliance into the scope of our project resources and closely following each client's compliance requirements and procedures throughout delivery.
- With several clients, we support software and infrastructure services subject to PCI-DSS regulations, working within the scope of their PCI audits and complying with client controls related to PCI security.
- Background checks are conducted for all consultants on projects where clients require them.
- Our teams adhere to frameworks such as ISO 27001, HITRUST, and similar standards, mandated by a client or project.
- Our internal security measures are scaled appropriately to the size of our organization and the nature of our business information. Specific requirements are identified and applied on a project basis to focus on the compliance scope while minimizing risk for those engaged in higher-compliance work. Because our practices are designed to be scalable and transferable, they can be applied across any team within Improving to meet clients' specific needs.

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 on 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 2024

2025 was a year that reaffirmed who we are as a company and challenged us to keep raising the bar. Across our enterprises, we witnessed the power of a purpose-driven culture in action from the energy of CodeLaunch competitions in Toronto, Guadalajara, and Dallas, to the quiet but meaningful impact of our Tapitas initiative, our Generosity Advocate program, and the everyday commitment of our commissions and community volunteers.

We strengthened our relationships with governments, universities, and organizations across Mexico and North America, reaching thousands of students, startups, and professionals who are shaping the future of technology. Our training programs served over 32,000 students with a 99% recommendation rate, and our user group events brought together more than 22,000 participants around shared learning and growth. For the seventh consecutive year, we earned the HRC Equidad MX certification — a testament to the inclusive culture our Improvers build every single day.

Yet alongside these achievements, we remain clear-eyed about the road ahead. As we grow, preserving the trust, care, and human connection that define Improving becomes both more important and more challenging. Scaling our culture across geographies, deepening our environmental commitments, navigating an increasingly AI-driven industry landscape, and continuing to close equity gaps in the tech sector are all challenges that demand our ongoing attention and intentionality.

Looking forward, we are confident that our foundation rooted in Conscious Capitalism, guided by trust, and powered by the dedication of our Improvers positions us well to meet these challenges with resilience and purpose. The work is never finished, and that is precisely what drives us.

REPORT PROFILE

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REPORTING PERIOD

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