

ESG Practice

CSG recognizes it must operate responsibly and sustainably to support the company's goal to envision, invent, and shape a better, future-ready world by doing what's right for shareholders, customers, employees and the communities where they operate. The Company is committed to strong corporate governance policies and management of environmental, social, and governance ("ESG") practices that focus on employees and culture, social responsibility, and environmental stewardship.

We recently published our inaugural Global Impact Report to highlight CSG's commitment to a purpose-driven culture. CSG received our first "Prime" ESG rating from Institutional Shareholder Services ("ISS") and earned two ESG rating upgrades from MSCI with our current AA rating. We also released our inaugural Sustainability Accounting Standards Board ("SASB") report in 2022 and issued our first Task Force on Climate-Related Financial Disclosures ("TCFD") report in early 2023.

ESG Highlights

Environmental

CSG recognizes that it has a responsibility to the environment beyond legal and regulatory requirements. We are committed to reducing our environmental impact as part of our ongoing business strategy and operating methods, and working towards establishing specific goals that align with Greenhouse Gas ("GHG") Protocol and are consistent with the SASB and TCFD frameworks. We encourage customers, suppliers, and other stakeholders to do the same.

We also continue to reduce the consumption of water, electricity, and gas through improved processes and upgrades. We strive to reduce the quantity of non-hazardous materials sent to landfills by increasing reuse and recycling opportunities. We are committed to comply with and achieve all relevant domestic and international regulatory requirements, continually improve, and monitor environmental performance, incorporate environmental factors into business decisions, and increase employee awareness and training.

Social Responsibility

Diversity, Equity & Inclusion ("DEI")

CSG is committed to building and nurturing a diverse, supportive, and inclusive work environment where individuality is valued, and our people can flourish and grow safely as their authentic selves. We believe our workforce should reflect the world in which we live, as well as our customers, and that we are stronger because of our differences. By embracing various backgrounds, attributes, experiences, and perspectives, we help our employees, customers, and communities thrive, while together, we work toward making social equity a reality.

To channel the power of all and make ordinary customer and employee experiences extraordinary, we are full steam ahead on our journey to achieve a globally diverse workforce where each person can thrive. Our journey has the full commitment of the Board and our executive leadership team, including our Chief Diversity and Social Impact Officer.

DEI Strategic Focus Areas

In 2022, we continued our DEI Assessment to better understand the experiences of employees of all different backgrounds and identify biases in our human capital practices. We are in the process of implementing practices, policies, and educational programs to reduce bias and mitigate its impact on the Company and our workforce.

The Board and our executive leadership team has been consistent in their engagement, support, and ownership of advancing DEI across the Company. Reporting on DEI progress and metrics is shared with the Board quarterly, in addition to oversight in the SSG Committee.

Leadership Accountability

The leadership team has demonstrated an unwavering commitment to making sustainable progress to create a globally diverse, equitable, and inclusive CSG. This commitment starts with the Board and their investment in social responsibility and our CEO, who has been a champion for all CSGers (current and future) to experience a culture where everyone belongs. Our leaders are committed to learning, creating action plans to improve metrics, and using data to measure progress. In 2022, leaders at the Executive Director and above levels attended Inclusive Leadership training, and those participants are invited to attend a quarterly forum that will continue throughout 2023.

We continue to invest time and resources in building more robust data and reporting infrastructure to ensure we can measure progress, identify areas to improve and allow greater visibility into our employee experience, including diversity and inclusion metrics. The senior leadership team now receives regular updates on a variety of metrics including representation, inclusion survey scores, DEI progress and employee feedback.

To further enhance our commitment to create a globally diverse, equitable and inclusive company, Leadership Action Plans have been developed for our NEOs and all Executive Vice Presidents. In addition, a 10% DEI modifier has been added to the 2023 short-term incentive bonus plan for our NEOs and all Senior Vice Presidents and above.

Talent & Workforce Diversity

We are committed to ensuring all people we attract, recruit, develop, and retain feel safe, valued, and heard. Our belief is that true inclusion means everyone is accepted and supported, so they can thrive at CSG. The global DEI team partners closely with the talent acquisition team and hiring managers on this front.

In 2022, we continued our partnership with Women in Cable Telecommunications Network, which provides leadership development, mentoring, and recruitment opportunities for women in media, entertainment, and technology. We also expanded partnerships with Blacks In Technology and Society of Women Engineers.

We set goals to diversify our talent pipeline and mitigate bias. Leveraging a new tool, we've scanned and removed gender bias language from more than 300 job descriptions. CSG also offers a Flexible First workplace philosophy, empowering the majority of our employees to choose when, where and how they work to achieve their full potential and drive business value.

Inclusion Programming & Employee Education

We continue to host a DEI Meet Up series which features internal and external speakers who deliver thought leadership and engaging discussion around a range of topics including International Women's Day, Allyship in race-based conversations, and LGBTQIA+ and Disability Advocacy.

In early 2022, we formalized our inaugural Employee Belonging Groups ("EBGs"); WE LEaD, Aspiring Allies, and Pride. We also launched three additional EBGs by the end of the year; Black Culture Collective, Military, and Disabilities. These groups have hosted more than 20+ unique events and authored recurring internal blog posts aimed at increasing education and awareness, employee engagement, and volunteerism across the company. In October 2022, WE LEaD earned the Cablefax Diversity List award for Employee Resource Group of the year.

In 2023, we launched new mandatory DEI training for all employees, a quarterly Inclusion Lab in each of our regions, and continued our dynamic virtual and micro-learning opportunities.

We also launched CSG's first Global DEI Council in 2022. This Council, made up of voices from employees around the globe, is already building a more inclusive culture by sharing their unique perspectives and experiences in discussing key inclusion and talent topics that matter most to our employees.

Social Responsibility & Impact

We are committed to making a bigger community impact by creating new opportunities and access for underrepresented groups, protecting the environment, and developing technology solutions that foster digital inclusivity. Our commitment starts with our employees being active within their local communities. We aspire to envision, invent, and create a better, more future ready world by channeling the power of all. CSG strives to align most of our social responsibility and impact activity with the United Nations Sustainable Development Goals.

To accomplish these goals, we are focusing on these key areas:

Expanding Our Community Impact

We support Community Based Organizations ("CBOs") that provide underrepresented communities with the opportunity to participate, thrive, and make a lasting impact on the technology industry across the globe. We continue to expand our partnerships with CBOs like WeMakeChange and Girls Who Code, and establish new ones with Earthday.org, Blacks In Tech and Society of Women Engineers. In addition, we continue our commitment to CSG's Global Day of Action, where we encourage every employee to spend a day of service in their community. CSG Employees are given two full days of Volunteer Time Off per year, that can be used at any time, for any cause.

We are proud to be a people-first organization. Our leaders and colleagues mobilized the Company to accelerate its community impact work and invested thousands of dollars across our global footprint in 2022.

With more than 5,700 employees across the globe we are building a future-ready world for our customers, through our employees, and in service of the planet. CSG is committed to practicing social responsibility via volunteerism, seeking to give back where we live and work, and helping bridge the digital divide in underserved communities. CSG employees logged nearly 9,000 volunteer hours in 2022.

Enhancing Our Environmental Stewardship

With employees in over 20 countries and serving customers in approximately 115 countries, environmental stewardship is a vitally important focus area. We seek to work with partners that are committed to reducing and recycling waste, investing in green energy, and responsible sourcing to create a more sustainable future. Reducing global emissions is critical, and we are working towards disclosing our carbon footprint and have established a baseline to drive improvement in our environmental performance as part of our ongoing business strategy and operating methods.

Enabling Digital Inclusion

We strive to develop technological solutions that promote social progress and make navigating the digital world easier and more accessible. We also believe that diverse experiences and perspectives help bring out the best ideas, drive innovation, and achieve transformative results to benefit the clients we serve. We are committed to digital inclusivity, doing the right thing for the users of our products, and taking action to improve the accessibility of our digital products and services.

Governance

Our ESG Workgroup, with oversight by our Chief Diversity and Social Impact Officer, is comprised of leaders from key areas across the Company with responsibility for business operations aligned to our ESG focus areas. In 2022, we incorporated guidance from the SASB, TCFD, and the United Nations Global Compact. As we continue to evolve our ESG practice, we're committed to sharing progress through our Global Impact Report in 2023 and beyond.

Director Attendance at Meetings

During 2022, the Board held 15 meetings. All directors attended at least 75% of the aggregate of the total number of meetings of the Board (during the period for which he or she was a director) and of the committees on which they served (during the period that he or she served). In addition, during 2022, the Board held 4 executive sessions during which only independent directors were present. The Board expects to continue to conduct executive sessions limited to non-employee directors only, at least twice a year. Our non-employee directors may schedule additional executive sessions at their discretion.

Historically, most shareholders vote by proxy. Accordingly, directors are not required to attend our annual meetings. We expect, but do not require, employee director(s) to attend if their schedules permit, and non-employee directors are welcome to attend if they wish. All of our nominated directors and continuing directors attended our 2022 Annual Meeting, except for Frank Sica. The Board scheduled the Annual Meeting to coincide with a regular quarterly meeting of the Board so that all members attending such Board meeting could more easily attend the Annual Meeting.

Communications with the Board

We invite shareholders or any other interested party to send written communications to the Board or to individual Board members. Please send your letter in care of the Secretary of the Company at the address of our principal offices as shown on the first page of this proxy statement or via email to our Investor Relations Department at john.rea@csgi.com. Any letter that relates to accounting, internal accounting controls, or auditing matters will be forwarded to the Chair of the Audit Committee. All other appropriate letters will be forwarded to the entire Board or to the individual Board member(s) to whom they are addressed. If a letter relates to publicly available information about the Company or our stock, the Secretary will respond to the writer directly. If a letter is primarily commercial in nature or, in the Secretary's opinion, relates to an improper or irrelevant topic, the Secretary will make a record of it, but will not transmit the communication to the Board.

Other Board Information

There are no family relationships between any of our directors or executive officers. There are no arrangements between any director, nominee, or executive officer of the Company and any other person




pursuant to which such director, nominee, or executive officer was selected for such position. There are no material legal proceedings pending where any of our directors, officers, affiliates, or shareholders of more than 5% of our stock (or any associates of any of the foregoing) is a party adverse to the Company.

Human Capital Management

Our Culture and People Philosophy

We believe that our culture and our people are competitive differentiators in the marketplace. As a result, our success is dependent upon our ability to attract, develop, and retain this talented, energized, and diverse stakeholder group. With that in mind, we have introduced a framework that outlines our ethos for how we serve not only our customers and each other, but the communities in which we operate.

Delivering on our greater purpose and mission at speed and scale, while delighting our customers and supporting our employees' growth, well-being, and happiness requires a people and culture philosophy that accelerates sustainable growth and innovation across three pillars:

Leading the Future of Work	Winning with Talent	Growing@CSG
 <p>Our Flexible First workplace philosophy not only optimizes physical space, but fosters a diverse, industry-leading employee experience, by focusing on employee choice and flexibility. Today, the majority of our employees have the option to work from home and are empowered to choose when, where, and how they work to achieve their full potential and better integrate work and life. CSG provides both in-person and remote opportunities for employee connection and collaboration.</p>	 <p>We attract and retain the best, most diverse global talent, accelerating time to productivity, togetherness, and engagement. CSG embeds diversity, equity, and inclusion considerations into our strategy to ensure our global employees thrive in a safe, inclusive environment. In addition to our already competitive pay and employee benefits package, we introduced many new benefits in 2022 that focus on the “whole person,” designed to promote mental and physical wellness.</p>	 <p>We develop bold, agile, inventive employees and leaders by focusing on talent development and succession planning with broader cross-company and cross-unit rotations and promotions. In 2022, we expanded our curated and personalized learning platform and launched Career Hub where employees can browse open job postings, match their skills with roles they might be interested in, and receive custom learning pathways designed to help them reach for a new position.</p>

We're committed to honoring our employees' power to choose—to choose their future, when and where to work, their growth path and opportunities, and to connect with others in the way that works best for them. Whether through our internal Career Hub, our CSG Degreed on-demand learning platform, our onboarding communities, our employee belonging groups, our two days of paid volunteer time off for every global employee—we support our people as they cultivate their whole selves in order to power a better experience for our customers, a better CSG, and a better, more future-ready world.

Employer of Choice

We believe that our culture and people are the key reasons our customers trust us to help them achieve their business goals. Every day, our success depends on the joyful determination of our greatest asset — our people. That's why we are committed to being the global employer of choice for the best, most diverse global talent.

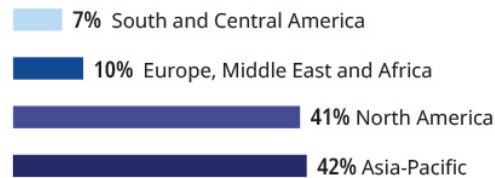
At CSG, employees trust the people they work for, take pride in what they do, and enjoy the company of the people they work with. Our workplace is characterized by great leadership, an exceptional employee experience, and sustainable financial performance. We are currently certified as one of India's Best Workplaces™ in IT and IT & Business Process Management (IT-BPM) in India, our second biggest global operation. This achievement recognizes CSG's commitment to building and sustaining a high-trust, high-performance culture that allows each person to thrive.

Team CSG At-A-Glance

5,700+
EMPLOYEES
GLOBALLY

7 YEARS
AVERAGE
TENURE

Employee Headcount by Region



Females in Global Leadership⁽¹⁾

22%

(1) at or above the Executive Director level

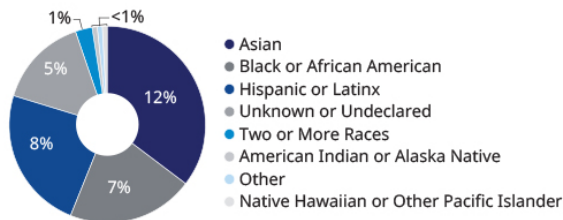
People of Color in U.S. Leadership⁽¹⁾

21%

(1) at or above the Executive Director level

U.S. Race and Ethnicity Breakdown

People of Color comprise 28% of our U.S.-based employees.



How We Lead

Our Commitment Starts at the Top

Leadership with authenticity, transparency, and integrity is the key to our success and shaping a better, future-ready world. Our CEO, Brian Shepherd, and our entire executive leadership team is passionate about being the employer of choice for the best, most diverse global talent. We show our commitment by providing an exceptional experience for our employees from application to alumni.

Our Board views our employees as our most critical asset, and regularly receives briefings on initiatives and innovations designed to advance the employee experience and further personal and professional growth. Our Board and our executive leadership team work together to create an authentic, collaborative, and inclusive environment. We honor our commitment to diversity by having a designated Chief Diversity and Social Impact Officer. Our executive leadership team demonstrates their commitment to diversity, equity, and inclusion by tying a portion of their short-term incentive bonus to progress on diversity, equity, and inclusion metrics.

Guiding Principles

At CSG, how we do things is just as important as what we do. Our Guiding Principles are based on a foundation of core values focusing on impact, integrity, and inspiration. Every coaching conversation, talent assessment, and succession planning session includes an evaluation of strengths and opportunities of each employee's modeling of our Guiding Principles. Our performance management process includes both goal achievement and demonstration of the Guiding Principles in our day-to-day behavior, as equally important components of performance.

Authentic and Transparent Communication

Our open and direct communication approach connects employees to one another and to our business purpose. We meet employees where they are so that they have access to the information and resources that help them do their job, foster belonging, and understand how their contributions impact our culture and success. We provide forums for leaders and employees to interact, such as global town halls, all-hands meetings, round tables and small group meet ups. We also engage in live Q&A discussions with our employees and frequent "ask me anything" sessions with executive leadership.

Our CSG Employee Experience

At CSG, we strive to ensure our employee experience, from recruitment to alumni, enables personal and professional growth at all stages while ensuring well-being, safety, and inclusion.



Attract

Our global Talent Acquisition team focuses on finding candidates with the right skills who also live our Guiding Principles and exhibit the power of joyful determination. Working around the globe, our recruiters use technology—including our internal Career Hub—combined with the power of personal connection to find exceptional individuals, including sourcing strategies for underrepresented groups, a global internship program, and internal referrals.

Welcome

Our welcome program has evolved to accommodate a globally distributed team, with varying schedules and work locations. We greet new employees with welcome kits and assign them to an onboarding cohort and a CSG Connect ambassador. Providing access to resources provides a safe space for learning and growth and sets the tone for the authentic experience that each employee will contribute to in the years to come. Our investment in setting our people up for success has led to an 86% employee satisfaction rating of our onboarding experience in the first 90 days.

Grow

At CSG, we are agile, bold, and inventive. We apply a learning and systems thinking mindset to strive for continuous improvement and efficiency gains as part of what we do every day.

Career Hub

We believe in creating an environment where our employees are constantly learning, developing, and growing—whether in their current roles, through community involvement, or by developing skills to take them to the next level or a totally different career path. All CSG employees have access to our internal talent marketplace, which allows them to browse open job postings, match their skills to roles they might be interested in, and receive curated learning pathways designed to help them develop the skills they need to take on more responsibility or move to an entirely different role. In 2022, 11% of open roles were filled internally.

Continuing Education

As part of our “whole person” philosophy, we encourage CSG employees to pursue higher education, whether or not related to their current roles. Our global Tuition Assistance Program provides an opportunity to receive funding for higher education goals at a wide range of accredited schools around the world.

DevOps For All

CSG's Lean DevOps program provides learning and development opportunities to empower CSG teams with the knowledge and tools they need to work well together and provide value as we implement our enterprise-

level DevOps Best Practices. This learning program leverages industry-leading methodologies while focusing specifically on how those methodologies can be applied at CSG. The program creates consistency, alignment, and a common understanding of CSG's industry-leading DevOps methodology and culture.

Lead

Developing Coaches

At CSG, we believe we are at our best when we bring our authentic selves to work. When our leaders are trained to coach and develop employees to be visionaries for the future of CSG, our customers, and our communities, we all win as part of a Servant leadership mindset.

In 2022, we launched a refreshed Ignite Leadership course for all frontline managers. Ignite Leadership provides a foundation for our philosophy of coaching the whole person, leading inclusively, and improving communications between leaders and their teams. Ignite Leadership's Level-Up series for leaders at the Director level and above provides webinars and peer-led coaching sessions on critical leadership skills, such as cultivating resilience, emotional intelligence, and effective coaching. The Skill-Up series for all managers develops tactical leadership skills, such as hiring for potential, conducting effective performance reviews, and effective onboarding.

We believe that our agile and inclusive approach to leadership development will enable us to drive a coaching culture throughout the organization and is designed to ensure our teams are set up for success, both personally and professionally.

CSG's Keystones of Leadership

Leadership at CSG is multi-dimensional and focused on the concepts of "Leading Self, Leading the Team and Leading the Business." We believe strong leaders are first and foremost self-aware and purposeful in continuous improvement and development—both personally and professionally. Our leaders are expected to demonstrate the core values represented by our Guiding Principles coupled with a Leadership Keystones framework.

Five Leadership Keystones

- Deliver fantastic results in a constrained world
- Ignite positive energy and collaboration
- Create a compelling strategic vision
- Develop strong, diverse teams
- Build an inclusive, people-centered culture

We understand the significant responsibility we have to lead our teams to deliver on results while demonstrating respect for one another. Leaders at CSG focus on strategic objectives that advance the goals of the organization and provide visions that inspire everyone.

Investing in the Development of Diverse Leaders

We provide support systems to help all employees advance in their careers. This includes developmental opportunities that provide a clear path for growth of women and People of Color in our leadership ranks.

Internship Program

Designed for students enrolled in undergraduate programs, our global internship programs focus on developing technical and business skills, while providing mentorship through real work experience in various locations around the world. We recruit interns from all fields of study, including computer science, engineering, marketing, sales, human resources, communications, and business. From day one, students are immersed in real projects, collaborating with some of the best and brightest in the industry and gaining experience to power their careers and personal growth.

Include

We cultivate the best culture by starting with Inclusion, where the thoughts, perspectives, and ideas of all individuals are respected and valued. Our approach emphasizes meeting the needs of all employees beyond psychological and physical safety, where all groups have equal access and opportunity.

One key lever to our approach in 2022 was the establishment of our six Employee Belonging Groups (“EBGs”), which facilitated our ability to foster more courageous conversation, learning, and connection across CSG. See the *ESG Practice* section for additional details on our EBGs.

We’ve continued our celebration of culture and heritage across the globe to build awareness of days, months, and people of significance in every region throughout the year to build community and elevate the employee experience and identity.

Our annual Inclusion Survey gives us an opportunity to learn more about the rich diversity of our global workforce, their experiences, and perception of our culture. In 2022, 76% of CSGers responded yielding gains in overall belonging for both women (globally) and People of Color (US), while maintaining our organization-wide inclusion score from the previous year. An intentional focus on women’s experiences and development globally, including the continued expansion of our WE LEaD (women-focused) EBG, supported increases across eleven scoring categories including *feeling safe to address concerns* and *feeling like their opinions count*. In October 2022, WE LEaD earned the Cablefax Diversity List award for Employee Resource Group of the year.

Scoring increases for People of Color (US) were seen across every category, including *feeling like a valued teammate* and *being part of a collaborative culture*. An intentional focus on the experience of People of Color was facilitated in part by our EBGs, for example, our Aspiring Allies, Pride, and Black Culture Collective EBGs collaborated on a handful of global employee conversations specific to race and advocacy. We have set goals to continue improving the results of our Inclusion Survey each year. The feedback from the survey informs how we address each stage of the employee life-cycle starting with attracting talent and our welcoming program.

Reward

Our total rewards package combines market competitive pay and benefits for all of our employees. This includes our base pay, short- and long-term incentives, and competitive health and welfare benefits, including paid parental leave, two paid days of volunteer time off, paid time off, and retirement benefits.

Long-Term Incentives

We make significant yearly grants of discretionary equity awards in the form of restricted stock or restricted stock units to individuals other than our executive leadership to create an opportunity for CSGers to share in our Company’s success and the value we create together.

Pay Equity

Our goal is to ensure equitable pay by role and level while supporting pay for performance. We are constantly evaluating our pay to ensure equity and consistent treatment through pay equity audits and random checks throughout our compensation cycle. We are committed to:

- Education for all managers and employees about fair pay practices and reducing unconscious bias in pay decisions;
- Transparency in our compensation philosophies and awards; and
- Designing our hiring, promotion, and compensation decisions to promote pay equity.

We do not request current or past salary information on our employment applications. In addition, we believe that transparency in compensation decisions and pay ranges is critical to promoting fair pay, and as such, we post salary ranges for all U.S. job postings.

Recognition

Employee recognition is a foundational aspect of everyday life at CSG, helping us bring our teams together to celebrate big wins and everyday moments. Over the years, CSG has created an environment that encourages moments of thanks through formal and informal programs. Our goals are to:

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Foster a culture of appreciation and gratitude;

- Celebrate moments that matter, both personally and professionally; and
- Applaud those living our Guiding Principles.
- Identify and reward exceptional performance

Our approach to employee recognition is fluid and agile. Rather than creating a one-size-fits-all program for the entire Company, we provide flexibility and options to allow for a more meaningful experience for our people. We provide standard, formal recognition opportunities through a corporate managed program, while at the same time encouraging our regional/functional partners to create programs that are meaningful to them.

Be Well

An important part of our “whole person” philosophy is being mindful of the well-being of our employees and their families. To that end, we provide health benefits and services and sponsor other initiatives designed to promote mental and physical wellness.

Health Insurance

CSG’s competitive benefits provide choices to meet the diverse needs of our employees. In the U.S., we offer a choice of medical coverage plans as well as prescription drug, dental, vision, life insurance, disability coverage, and a variety of voluntary benefits. CSG covers most of the cost of medical coverage, including 100% of the cost for in-network preventive care, annual physicals, or wellness exams.

We also provide easy access to Telehealth to ensure employees have safe and convenient access to healthcare. Globally, we offer comprehensive and market competitive health and welfare benefits in each country where we have employees.

Parental Leave

In the U.S., CSG provides generous paid parental leave to all parents welcoming new children, including adoptive parents and gestational and surrogate carriers. We also offer a competitive adoption assistance program to reimburse employees for relevant costs of adopting a child.

Our global paid parental leave benefits vary according to local laws and regulations. We are committed to supporting new parents in their journey to define a new normal of work-life integration following the arrival of their bundles of joy through mentorship, coaching, and our Flexible First workplace philosophy.

Mental Health

The mental health of our employees is of the utmost importance. In addition to being transparent about the importance of mental health and sharing personal stories when possible to help destigmatize mental health issues, we provide our employees with global support to address mental health issues. We provide an employee assistance program (“EAP”) globally, that is available 24 hours a day, 365 days a year for free, professional, mental health resources, substance abuse support, and assistance for financial challenges and stress management.

Financial Literacy

The financial literacy of our employees is a priority for us. We offer training and frequent communications that provide access to a variety of resources, from basic to advanced concepts and topics, to meet the wide range of financial needs of our employees. In particular, CSGers have access to one-on-one support through our Retirement Plan record keeper to help them meet their individual financial goals.

Health and Safety

We are always mindful about the safety of our employees. Our global Employee, Health and Safety programs strive to provide all employees with not only a safe and healthy work environment but also with guidance and training. CSG complies with all applicable regulatory and legal requirements.

Wellness

We believe in openness and transparency about the importance of wellness and are constantly evaluating how best to support employees globally

Listening to Employee Feedback

To be more successful as a company, we must listen to and respond to employee feedback. We leverage a third party to solicit feedback on a recurring basis to understand and take action to improve employee experience, engagement, and satisfaction. Our annual survey gives the entire organization a chance to voice their opinion on matters such as what it's like to work at CSG, what we do well, and what areas we can improve. In 2022, 84% of CSG employees responded.

Employee feedback is important, but how we respond to that feedback is equally critical. All managers act on survey feedback by enabling teams to transparently share results, have conversations about priorities, and plan how they will address issues raised. Action plans are tracked throughout the year and correlated with survey results in the next survey cycle.