



# Sustainability report

2025

Updated: April 2026



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Our commitment

**To create measurable progress in environmental performance, social impact, and governance excellence through our innovative AI solution, an inclusive workplace, and responsible business practices.**

# A letter from our CEO

Dear employees, investors, customers and suppliers,

When we introduced our ESG program at the end of 2023, we set in motion a company-wide commitment to embed sustainability, responsibility and ethical innovation into the heart of boost.ai. Now, entering 2026, I am proud to see ESG evolve from an emerging focus area into a mature, strategic driver of our long-term success. What began as an initiative is now part of our identity and the way we lead the Conversational AI Platform category.

Having two full years of structured ESG work behind us has shown one thing clearly: ambition matters. To stay ahead in a fast-moving industry, we must continue to challenge ourselves – experimenting, improving and leading in ways that set new expectations for environmental stewardship, social responsibility and corporate governance. By being bold in our choices, we continue to differentiate boost.ai and strengthen our ability to create meaningful, lasting impact.

## Milestones that mark real progress

Across 2024 and 2025, we delivered achievements that reinforce our commitment and provide measurable proof of progress:

**Climate:** We formally committed to the Science Based Targets Initiative (SBTi) and had our targets published, aligning our reduction pathway with global, science-based standards.

**Responsible business:** Our EcoVadis assessment recognized our maturing sustainability practices and our strong commitment across environment, labor, ethics and procurement.

**Governance and trust:** We achieved a SOC 2 report, reinforcing our dedication to security, reliability and responsible data handling – critical foundations for responsible AI.

These milestones show that our ESG work is tangible, evidenced and accelerating. Moving forward, you can expect openness about our targets, our wins and our setbacks, and the decisions we make along the way. This report is the second chapter in a long-term dialogue, which will grow stronger each year.

Thank you for your dedication and partnership as we continue shaping a responsible, sustainable future for boost.ai and the communities we serve.

Yours faithfully,





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Jerry Haywood, CEO, boost.ai

# Our value chain

To provide a foundation for our Environmental, Social and Governance (ESG) initiatives, we present an overview of boost.ai’s business model and value chain. Both are critical to driving innovation and sustainability across our operations.

## Product

Boost.ai develops conversational AI (artificial intelligence) software. It is a comprehensive solution for creating, deploying and managing AI Agents for both chat and voice. The platform includes a set of tools to support human customer service agents and integrate with third-party systems. These solutions are highly adaptable to the specific needs of each customer while maintaining the highest standards of information security and privacy.

## Operations

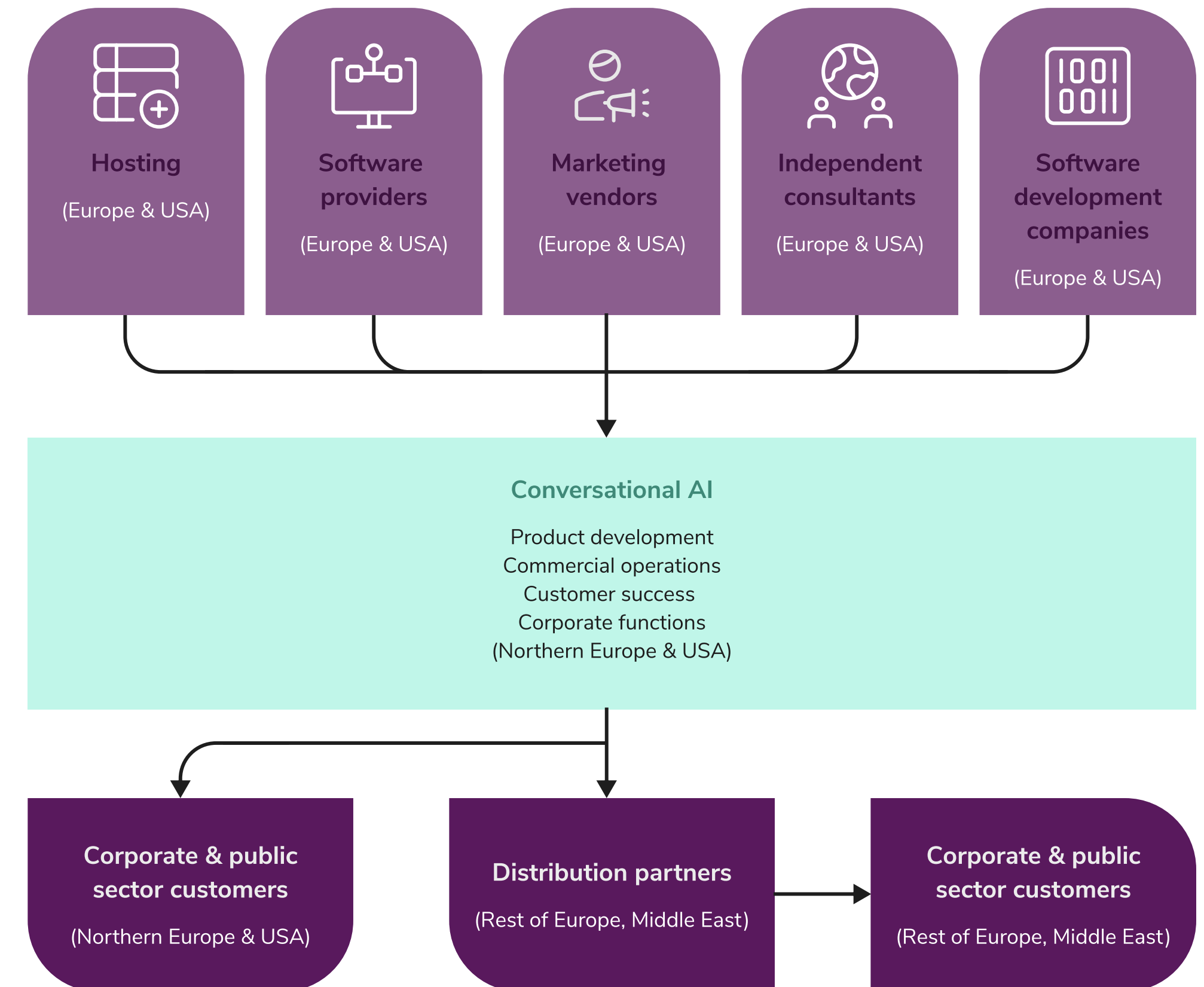
The company has offices in six countries: five in northern Europe, including headquarters in Norway, and one office in the USA. These offices handle product development, sales and marketing, partner management and customer success, and are supported by corporate functions like finance, HR, legal, security and compliance.

## Customers

Our core market is large corporations within financial services and insurance (including fintech), telecoms and the public sector. Most customers are based in the Nordic region, with the UK and USA as growth markets. We service the rest of Europe, the Middle East and Africa through our partner network.

## Suppliers

Boost.ai has five main types of suppliers: hosting services; software and tools providers; marketing vendors, including agencies and event companies; independent contractors for recruitment and product development; and system integration firms.





## ESG program overview

### Foundation

Since its inception in 2016, boost.ai has carved out a distinct position in the Conversational AI Platform category by listening to the needs of its customers, employees and investors. This collaborative approach has strengthened our foundations in social and governance categories, leading us to expand our focus to include environmental accountability in 2023. By uniting these three areas into a comprehensive ESG program under C-level leadership, we have created a holistic approach to sustainability.

ESG continues to be a strategic pillar for the success of the business. Our first formal three-year ESG strategy, approved by the board of directors at the end of 2023, remains the roadmap for our current initiatives.

### The path to ESG leadership

At boost.ai, we believe that sustainable success requires a long-term commitment to responsible business practices. Our vision extends beyond immediate ESG targets and focuses on creating a lasting positive impact on the environment, society and our business ecosystem.

Building on our recognition as a Leader in the 2025 Gartner® Magic Quadrant™ for Conversational AI Platforms, we aim to be recognized by 2030 as a global leader in both technological innovation and ESG practices. This means continuing to scale while reducing our environmental footprint, promoting diversity and inclusion and ensuring governance and transparency in every aspect of our operations.

## Strategy for 2024-2026

Our ESG strategy for the three years to the end of 2026 addresses the key challenges and opportunities we have identified with our stakeholders.

| Pillar                | Boost Green  | Boost Social  | Boost Govern  |
|-----------------------|--|---|---|
| <b>Objective</b>      | Reduce our climate impact  | Embrace diversity and build community   | Act responsibly and transparently   |
| <b>Key Strategies</b> | <ul style="list-style-type: none"> <li>Shift to renewable energy sources</li> <li>Reduce our energy use</li> <li>Reduce our travel and office emissions</li> </ul> | <ul style="list-style-type: none"> <li>Strengthen female representation in our workforce</li> <li>Contribute to our local communities</li> <li>Maintain high employee satisfaction</li> </ul> | <ul style="list-style-type: none"> <li>Ensure responsible conduct in the workplace</li> <li>Ensure information security and privacy</li> <li>Responsible development of our Conversational AI Platform</li> </ul> |

## Roadmap and progress

Each track of the strategy is managed by a cross-functional work group responsible for its implementation. In early 2024, these work groups developed targets, roadmaps and priority actions for each track. The sections that follow detail these initiatives and our progress.

Beyond our annual reports, we keep our internal and external stakeholders informed through regular meetings, newsletters, our website, and social media.



# Boost Green

Reducing our climate impact

## Why?

As a technology company with international reach, our operations impact the environment. By minimizing our greenhouse gas emissions, we contribute to global climate efforts and ensure our business is future-fit.

## Focus areas

### Science Based Targets initiative

Boost.ai commits to reducing its scope 1 and 2 emissions and preventing an increase in scope 3 emissions. We calculate our emissions and set targets according to the standards established by the Science Based Targets initiative (SBTi).

**Renewable energy hosting:** By using renewable energy, we transform our operations and set a standard for climate conscious practices in the AI industry.

**Energy-efficient product development:** We reduce the energy our AI Agents use by implementing energy-efficient technologies and development practices.

**Travel & office carbon footprint:** We reduce employee-related greenhouse gas emissions by optimizing business travel, office emissions and working from home practices.

## Strategic goals for 2026

- Reduce scope 1 and 2 emissions in line with the SBTi and the Paris Agreement.
- 100% of all hosting energy to be matched by renewable energy purchases.
- Minimize energy use per conversation.
- Reduce greenhouse gas emissions per employee.

Contributing to UN Sustainable Development Goals 7 and 13





DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

### Science Based Target initiative.

The Science Based Targets initiative (SBTi) was created following the signing of the Paris Agreement and is now a voluntary community of approximately 12,000 companies. Boost.ai qualifies as a Small and Medium Enterprise (SME) within SBTi, as we employ fewer than 250 employees and maintain a turnover of less than 50 million euros.

In the first half of 2025, we collaborated with our partner, Anthesis, to assess our scope 1, 2 & 3 emissions for 2024. Based on this assessment, we set near-term targets for scope 1 & 2.

### Our ten-year commitment (2024-2034)

Boost.ai was accepted into the SBTi SME program in September 2025 with the following commitments:

- Maintain zero scope 1 emissions
- Reduce scope 2 emissions by 59% (corresponding to a reduction of 6% per year)
- Measure and reduce scope 3 emissions, when measured per dollar of revenue

This commitment aligns with the values of our employees and investors while offering commercial advantages. Many of our customers have ambitious targets of their own (e.g., via SBTi or EcoVadis) and rely on their suppliers to help achieve them.



## Assessment of 2025 emissions

We have completed our assessment of scope 2 and scope 3 emissions for the 2025 reporting period.

In 2024, we generated 92.34 tCO<sub>2</sub>e. In 2025, we reduced this to 81.72 tCO<sub>2</sub>e. This represents an 11.5% reduction, which is significantly ahead of our committed annual reduction target of six percent. We attribute this progress primarily to our Sandnes office, which transitioned to 100% hydropower-certified green electricity in December 2025.

Our scope 3 emissions per dollar of revenue decreased from 62.6 grams in 2024 to 44.3 grams in 2025 – a 29.2% reduction. In absolute terms, we saw a modest increase from 1,251.4 tCO<sub>2</sub>e to 1311.9 tCO<sub>2</sub>e.

This absolute increase reflects our growing customer base and the resulting expansion of hosted servers for our conversational AI platform. However, we have successfully shifted our emissions profile. While emissions from business operations rose with our growth, business travel emissions fell significantly due to a stricter travel policy and a company-wide focus on reducing employee flights.

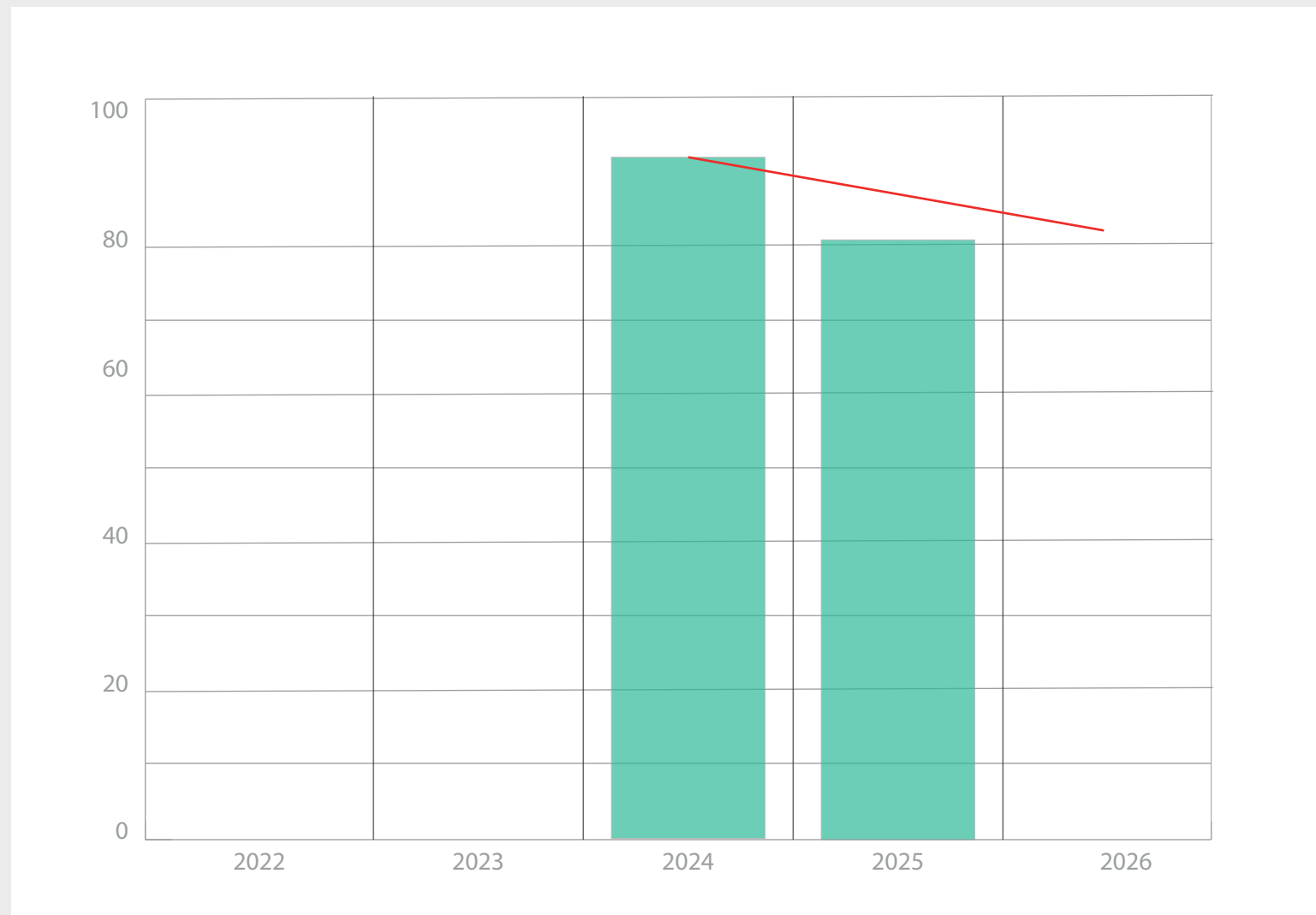


Image: Scope 2 emissions

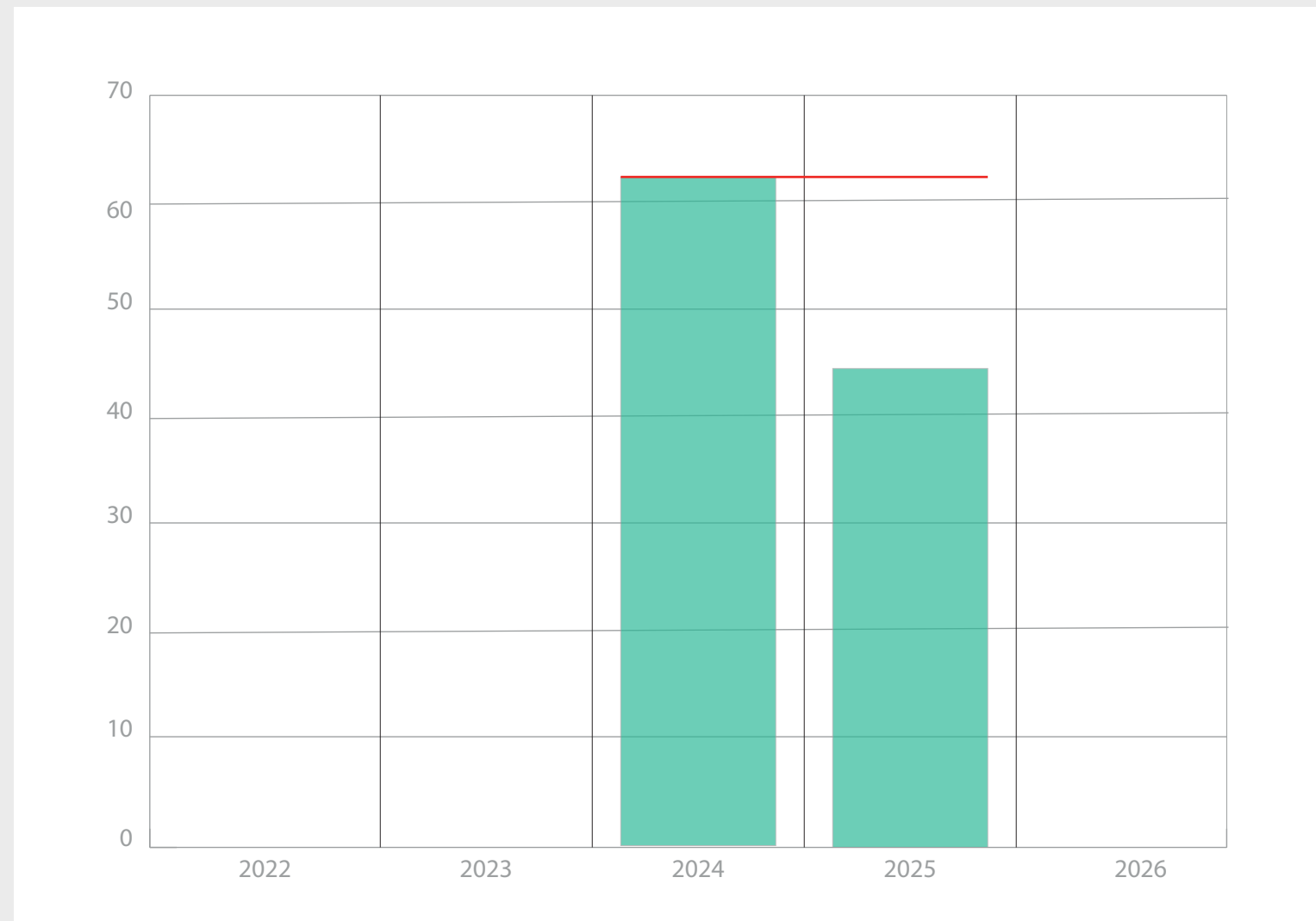


Image: Scope 3 emissions

## Official commitment statement

Boost.ai commits to maintain zero scope 1 emissions through 2034. Boost.ai also commits to reduce absolute scope 2 greenhouse gas (GHG) emissions 59% by 2034 from a 2024 base year, and to measure and reduce its scope 3 emissions.

## Roadmap for 2026 and beyond

Our long-term roadmap balances tactical initiatives with our core commitment to reduce scope 1 and 2 emissions by 59% by 2034.

While we are still defining targets for scope 3, our approach is to reduce these emissions wherever possible without affecting our core product delivery. Our primary sources of scope 3 emissions remain business travel and the purchase of goods and services.

We operationalize these efforts through the Boost Green pillar of our sustainability program. This focus drives reductions by shifting to renewable energy, lowering consumption and optimizing travel and office emissions. We also integrate sustainability into our procurement, ensuring we make conscious choices when selecting new office facilities or service providers.

## Objective 1: Hosting on renewable energy

Our server infrastructure and the Large Language Models (LLMs) we use run primarily on Microsoft Azure and Amazon Web Services (AWS). By prioritizing renewable energy, we aim to lead the category in climate-conscious infrastructure.

While 2025 sustainability reports for these providers are pending, we remain confident in our trajectory. We continue to monitor the small percentage of non-renewable energy (approx. 2% for Azure) and expect this to decrease as our partners work toward their own carbon-neutral goals.

## Objective 2: Energy-efficient product development

We are committed to reducing the energy our AI Agents use by implementing efficient technologies and development practices.

In 2025, we launched an internal project to measure and predict energy usage per customer, evaluating both the energy required for solution hosting and consumption related to LLM calls. While this research has not yet resulted in specific product features, these findings will guide

future development to ensure our platform remains as efficient as possible.

Currently, boost.ai provides customers with fine-grained control over the LLMs used across their conversational environments. This allows organizations to choose faster, more energy-efficient models for routine interactions while reserving more powerful models for critical performance needs.

## Objective 3: Travel and office carbon footprint

Our 2025 scope 3 initiatives prioritize travel policy reform. We have integrated environmental considerations into the employee decision-making process, specifically identifying routes where train travel saves over 0.3 tCO2e per trip with minimal impact on travel time:

- Stockholm - Oslo
- Gothenburg - Oslo
- Copenhagen - Stockholm

We have requested that all staff think critically about the necessity of business travel, ensuring we fly only when there is a clear business requirement. For commuting, we utilize an annual employee survey to track emissions and encourage the use of

public transportation across all office locations.

### Progress on office emissions:

In 2025, we took concrete steps to institutionalize emissions management within our physical footprint. We successfully integrated emissions criteria into our office leasing process, ensuring that environmental performance is a prerequisite for any new location. We now systematically evaluate all potential new office space and conduct annual reviews with existing landlords to track their progress and energy efficiency. This proactive approach ensures our future growth is supported exclusively by sustainable facilities.

We continue to monitor energy consumption and associated emissions across our global office locations:

Our office in Boston has transitioned to green electricity. This leaves our Sandnes office with the most significant emissions footprint. We have committed to purchasing green energy for the Sandnes office for part of 2026, which we expect will lead to measurable reductions in our total office emissions.

| Office            | Energy(kWh) | tCO2e  | % of CO2e |
|-------------------|-------------|--------|-----------|
| <b>Sandnes</b>    | 184,240.00  | 79.34  | 97.10%    |
| <b>Oslo</b>       | 24,868.80   | 0      | 0.00%     |
| <b>Copenhagen</b> | 18,763.90   | 0.364  | 0.40%     |
| <b>Boston</b>     | 16,036.40   | 0.944  | 1.20%     |
| <b>London</b>     | 9,742.20    | 0.617  | 0.80%     |
| <b>Stockholm</b>  | 3,177.30    | 0.087  | 0.10%     |
| <b>Helsinki</b>   | 1,549.10    | 0.317  | 0.10%     |
| <b>Gothenburg</b> | 1,072.00    | 0.04   | 0.00%     |
| <b>Total</b>      | 259,449.70  | 81.715 | 100.00%   |

## Community engagement in Kenya

As part of the Boost Green initiative, we launched a project with the St. Martins Primary and Girls Secondary schools in the Kibagare community in Nairobi. This project is part of our commitment to the circular economy and digital inclusion. In 2025, boost.ai provided an initial batch of 20 reconditioned laptops, formerly used by our staff, to the school's computer lab to benefit both students and teachers.

Working in partnership with the African Leadership Group and the Mastercard Foundation, our goal is to help build a sustainable education program that reduces the digital divide and provides talented students with pathways to university education. Our leadership team conducted a working visit to the schools to focus on several key pillars:

**Sustainable foundations:** Improving access to water, food power and IT resources.

**Community empowerment:** Building local capacity and resilience.

**University & career pathways:** Scholarships and professional development opportunities.

**Meaningful connection:** Engaging directly with sponsored children, families and local employers.



Images: Sponsors and volunteers at St. Martins



# Boost Social

Embracing diversity and building community

## Why?

Our strength comes from our employees and the support of our local communities. A diverse and inclusive workforce drives innovation, while community service strengthens bonds among stakeholders. These efforts ensure we attract and retain top talent while contributing positively to society.

## Focus areas

**Gender diversity:** Increase the representation of women across all levels of the organization. By ensuring equal opportunities and creating a balanced work environment, we foster a culture where equity is a core operational value.

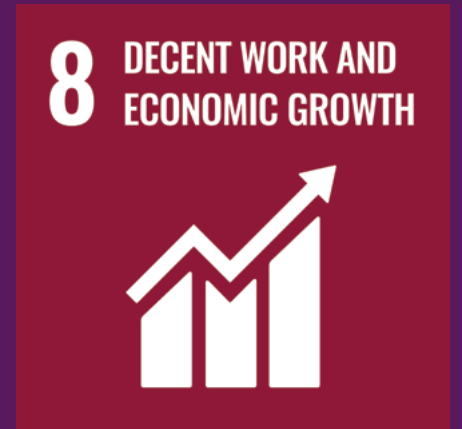
**Community engagement:** Engage in local community activities by contributing time, resources, and expertise. These initiatives are designed to enhance social well-being and build lasting connections in the regions where we operate.

**Employee satisfaction:** Focus on improving employee satisfaction by fostering a positive work environment and providing opportunities for professional growth. We ensure that every team member feels valued, supported, and included in our shared mission.

## Strategic goals for 2026

- Achieve 36%–38% female representation across the workforce.
- Contribute 1,200 hours to community engagement and social impact.
- Increase the Employee Net Promoter Score (eNPS) two points above the 2024 baseline.

Contributing to UN Sustainable Development Goals 5,8 and 10



## Objective 1: Increase female representation across the organisation

To drive innovation and reflect the diverse markets we serve, boost.ai is committed to increasing the representation of women at all levels of our workforce. Our near-term target for the 2025 reporting period is to achieve a female representation of 36%-38% across the business.

### Key representation metrics:

- As of the current assessment period, our gender distribution across key levels is as follows:
- Overall company: 32% women
- Mid-management: 40% women
- Senior Management Team (SMT): 20% women
- Top Performers Club: 42% women

### Supporting career growth and mobility

In the past year, we have prioritized internal development, successfully promoting five women into mid-management leadership positions across several divisions. Key appointments include:



- Tech Team: Promotions to Head of Integrations and Head of Product Design.
- Sales, Customer Success and Marketing: Promotions to Director of Revenue Operations, Director of Global Marketing, Head of Customer Success and Strategic Customer Success Manager.

We also focus on internal mobility to support long-term career aspirations. Last year, we enabled internal mobility options for four female colleagues and expanded our leadership capacity by welcoming a new VP of Nordic Sales, along with nine women

in various professional roles across the organization.

### Gender diversity program initiatives

Our comprehensive diversity program is built on 10 strategic initiatives designed to attract, retain and develop female talent.

Young talent pipeline: Encouraging interest in technology by hosting events for girls aged 11-13, attending career days and prioritizing the recruitment of women into junior roles.

1. Education and awareness: Providing specialized training for managers and employees regarding unconscious bias. Discrimination, harassment and the value of gender diversity.
2. Inclusive recruitment: Eliminating gender coding in job descriptions and advertisements to ensure our language appeals to a broad range of candidates.
3. Flexible requirements: Reviewing seniority requirements to encourage a more diverse pool of female applicants.

4. Panel diversity: Ensuring interview panels are diverse to provide a fair and balanced assessment of all candidates.
5. Inclusive employee policies: Maintaining female-friendly policies that support health and life stages, including fertility, menopause, menstruation and flexible work patterns.
6. Professional development: Offering targeted mentoring and leadership training to support women's career development.
7. Retention insights: Conducting structured exit interviews to gather specific insights from women leaving the business to inform future retention strategies.
8. Industry partnership: Maintaining an active membership in Women in Tech to enable our employees to participate in industry-wide advocacy and networking.
9. Annual accountability: Measuring and reporting progress annually to ensure consistent improvement across every level of the company.

## Boost Pride

In 2025, we launched Boost Pride, our first Employee Resource Group (ERG) for LGBTQ+ employees and their allies. This initiative creates a safe and supportive community where all LGBTQ+ individuals are respected and valued. Led by a team of colleagues, the group currently has 18 active members and serves as a platform for:

**Community building:** Connecting LGBTQ+ employees across different departments and regions.

**Advocacy and education:** Raising awareness of LGBTQ+ issues and promoting inclusive practices.

**Celebrating diversity:** Recognizing the unique contributions of LGBTQ+ individuals to our culture and innovation.

## Women in Tech

Since joining the global Women in Tech (WIT) movement in 2024, we have expanded our internal engagement and learning opportunities. In 2025, we hosted nine WIT sessions featuring both internal leaders and external industry speakers. These sessions provide a platform for

knowledge sharing and peer learning across a variety of topics, including:

**Technical foundations:** Introductions to databases and essential technical terminology.

**Historical perspectives:** Stories of inspiring women who shaped the history of technology.

**Health and neurodiversity:** Raising awareness on topics such as menopause, menstruation and autism in women.

**Financial literacy:** Sessions on investment strategies and financial planning for women.

The program includes monthly sessions and a dedicated communication channel with over 70% participation across our female workforce. We use regular surveys to gather feedback and ensure these initiatives provide measurable value and support the professional growth of women at boost.ai.

## Labor training program

Since 2021, boost.ai has participated in the Norwegian labor training program (Arbeidstrening), which supports

candidates in entering or re-entering the workforce. Over the years, we have provided work placements to 15 people, four of whom transitioned into permanent employment with us. At the end of June 2024, we had five employees on work placement, all of whom were women.

The Norwegian authorities have identified boost.ai as one of the most successful partners in this program. We continue our participation to support the inclusion of more people into meaningful work while using the program as a channel for increasing gender diversity. In the 2024 and 2025 period, we welcomed eight women into the company through this initiative.

The program equips participants with essential skills and provides a supportive entry point into the company, contributing directly to a more balanced and equitable



Image: Volunteers at Funfest 2025.

organizational structure.

## Objective 2: Engage in local community activities

We believe that sustainable success is inextricably linked to the well-being of the communities where we live and work. In 2024, we launched a structured volunteering program to move from ad-hoc support to a strategic, measurable commitment to social impact. Our primary goal is to collectively donate 1,200 hours by the end of 2026.

### Global volunteering at FunFest 2025

Our annual company-wide FunFest serves as a key activation point for our community commitment. In August 2025, our global teams integrated community service into our corporate celebrations, demonstrating how our core values translate into action:

- United Kingdom: Our team partnered with “Cards for Bravery” to create handmade cards for children facing life-limiting illnesses.
- United States (Boston): Colleagues volunteered with local food banks to prepare and pack thousands of meals for families in need.
- Norway (Stavanger and Oslo): In Stavanger, our team collaborated with Kreftforeningen to craft “Fuck Cancer” bracelets and supported local animal shelters. In Oslo, employees conducted a shoreline cleanup to protect local marine environments.
- Finland: The team organized a combined cycling and nature restoration event, focusing on waste removal from local trails.
- Sweden: Our Swedish office organized a fundraiser for the Tim Bergling Foundation, supporting mental health awareness and suicide prevention.

Beyond these organized events, we encourage individual initiative through our formal volunteering policy, which provides employees with paid time off to

support charitable causes of their choice.

## Strategic partnerships and social impact

To maximize our impact, many of our employees are actively involved in charity work of their own initiative that aligns with our expertise in technology and our commitment to inclusion:

- Digital accessibility with Funka International: We partnered with Funka to educate our workforce on the principles of digital accessibility. This collaboration ensures our AI Agents are designed to be inclusive and accessible to all users, regardless of ability
- TENK Tech Camp: We continue to support this initiative by introducing girls aged 12-18 to technology, fostering interest in STEM careers through inspiring, hands-on workshops.
- Health and awareness fundraisers: Our teams participate in annual global movements, including Race for Life for breast cancer awareness and Movember for men’s health. We also coordinate regular blood drives across our regional offices.

## Workforce at a glance

Our social impact is driven by a diverse and global workforce. As of the end of 2025, reporting period, our workforce metrics are as follows:

- Total employees: 148
- Female representation: 32%
- Nationalities represented: 22
- Employees on parental leave: 8

By fostering an environment that supports different life stages and backgrounds, we ensure that boost.ai remains a resilient and equitable workplace.

## Objective 3: Focus on improving employee satisfaction

We are dedicated to creating a culture where every employee feels valued and engaged. Employee satisfaction is a primary metric of our success, directly contributing to our mission of growth, inclusion and well-being. By tracking and enhancing the employee experience, we maintain our position as an employer of choice in the Conversational AI Platform category.

## Understanding Employee Net

## Promoter Score (eNPS)

The Employee Net Promoter Score (eNPS) measures how likely our employees are to recommend boost.ai as a great place to work. It provides a standardized insight into employee satisfaction and long-term engagement.

## 2025 employee satisfaction results

In 2025, we formalized our commitment to employee feedback by introducing a comprehensive, bi-annual survey administered through our Human Resources Information System (HRIS). This tool allows us to systematically gather feedback and measure the

| Survey period    | Participation rate | Avg. satisfaction score (Scale of 1-5). | Employee Net Promoter Score (eNPS) |
|------------------|--------------------|---|------------------------------------|
| H1 (First Half)  | 70%                | 4.05                                    | 7                                  |
| H2 (Second Half) | 80%                | 4.13                                    | 14                                 |

pulse of the organization twice a year.

The inaugural year included two distinct survey with the following results:

The increase in both participation and the average satisfaction score from H1 to H2 demonstrates positive momentum in our internal engagement strategies. The significant jump in our eNPS from 7 to 14 highlights a measurable improvement in employee loyalty and a willingness to recommend boost.ai as a premiere workplace.

## Onboarding and integration

To improve the experience for new hires, we introduced a structured onboarding survey program. This provides direct, actionable feedback used to refine our training curriculum

and improve the quality of integration for new team members.

- Day 5 survey: Achieved a satisfaction score of 4.88 (scale of 1-5)
- Day 60 survey: Achieved a satisfaction score of 4.51 (scale of 1-5)

These strategically timed surveys are instrumental in enhancing employee retention and ensuring long-term engagement from the first week of employment.

## Employee benefits and well-being

A supportive work environment is central to our success. In 2024 and 2025, we refreshed our global benefits package to ensure we provide a balanced workplace that meets the diverse needs of our workforce. A primary focus moving forward is to increase consistency across our global offices. Key updates include:

- Regional enhancements: Improved maternity benefits in the UK and the inclusion of holiday pay in Sweden.
- Work from anywhere policy: Employees may work from a location other than their primary office for a period of two weeks per year. This policy was utilized by over 20 colleagues in its first year.

- Health and inclusion: Introduced a dedicated Menopause and Menstruation Policy and established the “Boost Fit” program, providing gym access or reimbursements for health activities tailored by region.
- Family and lifestyle: Implemented a supportive Pet Policy and an Employee Referral Policy to encourage internal network growth.
- Whistleblowing and integrity: Launched “Your Voice,” a safe and anonymous portal for reporting grievances or ethical concerns, reinforcing our commitment to transparency.

## Mental Health and Well-being Week

As a key component of our Boost Social pillar, we held our second annual Mental Health and Well-being Week in December 2025. The timing was deliberately chosen to address the mental health challenges often associated with the winter months, encouraging employees to pause, reflect and prioritize their well-being.

The program featured several core initiatives designed to foster open dialogue and provide practical health resources:

The program was highly valued by our

colleagues, with participants scoring the week 4.2 for relevance, 4.4 for enjoyment and 4.5 for overall value (on a scale of 1-5). Crucially, 82.4% of participants now report feeling comfortable discussing mental health issues within the company, a significant increase from 71% in the previous period.

## Corporate culture and connection

Every January, the entire company gathers at our headquarters in Stavanger for the annual Kickoff. This event serves as the primary forum for sharing the corporate vision and strategic plans for the year ahead. It provides a critical opportunity for cross-functional connection and alignment before teams transition into department-level planning sessions.

Throughout the year, we also maintain morale and connection through various cultural initiatives:

- Celebrations: Year-end holiday parties, regional holiday celebrations and team-building dinners.
- Milestones: Birthday shoutouts and the tradition of sending flowers and cards to mark personal events, such as weddings, births or family bereavements.

- Review and recognition: Internal Quarterly Business Reviews (QBRs) to celebrate wins and align on goals.

## Channels of communication

We maintain robust a internal communication framework to ensure transparency and keep every team member informed of company progress:

- Town halls: Quarterly company-wide town halls and division-specific sessions.
- Executive updates: A weekly digest from the CEO highlighting key events, accomplishments and upcoming priorities.
- Feedback loops: Skip-level meetings and HR focus groups to gather direct insights from all levels of the organization.
- Operational alignment: Monthly department all-hands meetings, weekly SMT meetings and regular team huddles.
- Manager forum: A monthly meeting for all managers and the SMT to debate strategy, share people-process updates and exchange opinions on organizational leadership.

## Reward and recognition

Our comprehensive Reward and Recognition program acknowledges the diverse ways our employees contribute to



Image: Top Performers Club 2025

our success and foster a high-performing culture:

- **Top Performers Club:** Our most prestigious annual recognition. Winners are nominated by managers and selected by the Senior Management Team (SMT) based on outstanding performance, embodiment of core values and significant business impact.
- **Kudos and shoutouts:** Recognition shared with our HRIS and dedicated Slack channels to provide immediate peer and manager feedback.
- **Milestone celebrations:** We recognize work anniversaries and quarterly accomplishments at both the department

and company levels.

- **Hearts and Minds awards:** A peer-nominated award highlighting employees who exhibit our company values and drive meaningful impact.

### Human Resources Information System (HRIS)

A key investment in 2025 was the implementation of a new HRIS. This platform has streamlined and automated our people processes, improved data accuracy and increased alignment across the organization. It serves as a central hub for all core HR routines, including:

- Recruitment and onboarding

- Employee engagement surveys
- Performance reviews and compensation cycles
- One-on-one meetings and feedback loops
- Leave and attendance management

By consolidating our workflows into this HRIS, we have enhanced visibility and created a consistent, high-quality employee experience across all global locations.

Internal HR AI Agent: “Amie”

In 2025, we launched our internal HR AI Agent, “Amie,” to provide employees with instant access to HR-related information and frequently asked questions. The platform is being implemented in phases to ensure a high quality of service and accuracy.

### Performance management

We maintain rigorous performance management routines to ensure all departments and individual employees are aligned with our strategic goals. All processes are managed within our HRIS to ensure transparency and data integrity:

- **Bi-annual reviews:** We conduct mid-year and year-end performance reviews. This process includes self-evaluations,

manager reviews and departmental talent calibrations, followed by SMT-level reviews.

- **High-performance culture:** in 2025, we achieved 100% participation in both self and manager reviews. Currently, 95% of our employees are performing at or above target, reflecting a deeply engaged team.
- **Talent and succession planning:** We conduct an annual nine-box talent review to identify future leaders and ensure organizational resilience.
- **Continuous feedback:** We prioritize quarterly one-on-one meetings and annual compensation reviews to ensure performance and rewards remain aligned.

### Employee development

We invest in continuous learning to ensure our team remains confident, business-oriented and engaged:

- **Boost Inspire:** Our leadership enablement program targets specific growth needs for a selected group of leaders. It combines group knowledge sessions, one-on-one coaching and accountability calls to equip managers with tools for building high-performing teams and sharing constructive feedback. In 2025, 11 managers successfully completed this

program.

- Knowledge sharing: We facilitate regular “Lunch & Learn” sessions where employees across different departments share expertise and industry insights with their peers.

## Employee Resource Groups (ERGs) and internal communities

We foster a supportive environment through several employee-led resource communities that drive inclusion and professional development:

- Women in Tech: Dedicated to supporting and empowering female professionals within the technology sector, providing a forum for mentorship and networking.
- Boost Pride: Our LGBTQ+ support group provides advocacy, visibility, and a safe environment for LGBTQ+ colleagues and their allies.
- ESG Group: This collective drives our corporate sustainability agenda from the ground up, coordinating initiatives to reduce our environmental footprint and promote social responsibility within our local communities.

Interest-based clubs and learning forums

Beyond our ERGs, we support several employee-initiated clubs and structured learning forums that enhance social connection, promote physical and mental wellness and encourage continuous skill development:

- Runners Club: A community for employees passionate about running, from beginners to marathon enthusiasts. The club organizes regular group runs, participates in local charitable races, and promotes physical health and team spirit across our offices.
- Yoga Club: Focused on promoting mental and physical well-being, the Yoga Club offers regular sessions led by both internal and external instructors. It serves as a valued resource for stress reduction and mindfulness, accessible to all employees.
- Board Games Club: An inclusive group that meets regularly to enjoy a wide variety of board games. This club encourages lighthearted interaction, strategic thinking, and cross-departmental collaboration.
- Lunch & Learn sessions: These structured, periodic sessions are designed for continuous professional development and knowledge sharing. They cover a broad range of topics, from technical skills and

industry trends to soft skills and personal finance, often led by internal experts.

## Social and environmental committees

We maintain dedicated committees to ensure our workplace remains safe, inclusive and engaging:

**Social Committee:** This employee-led group plans and executes social activities across all office locations to build community and team cohesion. Their mandate includes organizing quarterly celebrations, team-building events and holiday parties.

**The Wheel of Fun:** Managed by the Social Committee, this initiative introduces spontaneous engagement into the workday through rotating themes, competitions and charitable challenges to maintain a positive atmosphere.

**Working Environment Committee:** This representative group focuses on maintaining a healthy, safe and supportive workplace. Members are elected by their colleagues to ensure the employee voice is represented in organizational decisions. The committee also includes two members from the Senior Management Team to ensure direct alignment with executive leadership.

## Digital accessibility

We are committed to ensuring our AI Agents are accessible to users of all abilities. To showcase how our customers utilize our technology inclusively, we introduced a dedicated accessibility category to our annual customer awards.

In 2025, finalists were independently evaluated by third-party accessibility specialists. NAV, Norway’s work and welfare organization, was recognized as the winner for the exceptional accessibility of its chat interface for visually impaired users and for providing clear guidance to those unfamiliar with AI Agents. We remain focused on pushing the boundaries of accessible design to ensure everyone can benefit from AI.

## Future strategic objectives

Looking ahead, our objective is to embed a culture of continuous improvement across the entire employee experience. We aim to enhance overall satisfaction annually, targeting a one-point increase to our eNPS as a key performance indicator. This target is central to fostering a high-performance, people-centric organization.

# Boost Govern

Acting responsibly and transparently

## Why?

Ethical conduct and transparency are foundational to our license to operate. As regulation tightens, our commitment to these values ensures we remain a trusted partner for global enterprises and maintain strict compliance across all markets.

By embedding responsible practices into our operations, we protect our business integrity and deliver the accountability our stakeholders expect.

## Focus areas

**Responsible conduct:** Prevent ethical violations through continuous training, clear operational guidelines and accessible reporting channels.

**Information security & privacy:** Safeguard customer and user data by evolving our security protocols, conducting regular employee training and adhering to rigorous industry standards.

**Responsible AI:** Ensure that our technologies operate fairly and reliably by monitoring for bias, implementing technical safeguards and maintaining clear human accountability.

## Strategic goals for 2026

- Maintain zero ethical violations and improve reporting transparency across all departments.
- 100 % compliance with information security and privacy protocols in every department
- Achieve a customer satisfaction score of 4.75 for responsible AI

Contributing to UN Sustainable Development Goals 9 and 16



## Principles of our Code of Conduct

Our internal and external codes of conduct set the standards that employees, board members, suppliers, and partners are accountable to uphold:

- Anti-bribery and corruption
- Fair competition
- Compliance with trade controls
- Anti-money laundering
- Avoiding conflicts of interest
- Protecting confidentiality
- Observing human rights
- Anti-slavery
- Responsible AI
- Protecting privacy and data
- Ensuring equality and non-discrimination
- Appropriate external communication
- Climate and environmental responsibility

## Objective 1: Ensure responsible conduct in the workplace

Over the past year, we have strengthened our approach to responsible conduct by embedding ethical practices into every aspect of our business. Our focus has been on creating a consistent internal agenda that keeps responsibility, ethics and organizational integrity at the center of our daily work. This included regular manager and departmental meetings where the ESG team took an active role in discussing behaviors and expectations to ensure alignment, visibility and continuous dialogue.

Human Resources (HR) continues to oversee and enforce the policies and processes that support fair conduct. To reinforce awareness, we integrated ESG themes into local FunFest celebrations and featured them in company-wide town hall presentations.

To prevent ethical violations and strengthen our Code of Conduct (CoC) process, we continued to invest in training and clear guidelines for employees at all levels and implemented an easily accessible reporting tool to ensure that employees can raise concerns safely and confidentially.

### Key Performance Indicators (KPIs)

Our KPI for Objective 1 is measured via internal reporting and whistleblower mechanisms.

**Target for 2026:** Zero confirmed violations of the Code of Conduct. | **Current score:** Zero

We attribute this to our continuous investment in training and the high visibility of our reporting channels, which fosters a culture of prevention rather than just detection.

### Internal compliance and monitoring

Compliance is foundational to our organizational integrity, operational resilience and stakeholder trust. It ensures that every department upholds the highest standards of information security, privacy and regulatory accountability. To support this commitment, we implemented a Governance, Risk and Compliance (GRC) platform to continuously monitor and manage compliance across all frameworks.

This implementation has replaced manual tracking with automated oversight. Through automated controls and rigorous internal assessments, we maintain comprehensive visibility into our adherence to all information security and privacy protocols. The platform identifies and reports non-compliance and potential non-compliance in real-time, ensuring swift remediation and sustained accountability. The platform also provides alerts for actions pending, enabling continuous compliance with regulatory, certification and internal governance requirements.

By monitoring our status continuously, we have improved our compliance rates to remain at virtually 100% at all times. Consequently, we updated our original 70% compliance target to a more meaningful metric: passing all audits and continuously maintaining certification and compliance. Our organization successfully completed

three external audits in this period, each confirming our compliance and validating the strength of our security, privacy and risk management programs.

We have also provided direct technical feedback to our GRC platform provider and participated in structured lessons-learned sessions with their team and our auditors. This helps improve the platform while reinforcing our own culture of continuous improvement and operational excellence.

## Objective 2: Ensure information security and privacy

We are committed to safeguarding customer and user data through a comprehensive information security and privacy framework. Our commitment to continuous improvement ensures we remain ahead of emerging threats and changing industry standards. We have been fully compliant with ISO 27001 and ISO 27701 for several years, demonstrating our long-standing commitment to high standards of security and governance. Building on this foundation, we have extended our compliance to include applicable obligations from new EU regulations, such as DORA, as well as ISAE 3402, SOC 2 and HIPAA. SOC 2 and HIPAA compliance strengthens our

position in the US market and healthcare sector, and deepens trust with our global partners.

Understanding and managing climate-related risks is now part of our broader enterprise risk management efforts. We continuously review the codes of conduct of our customers and partners to identify specific expectations regarding responsible business practices and climate action.

We continue to strengthen our practices through regular employee training on applicable regulation and incident awareness. We review our policies at least annually to reflect evolving risks and regulatory requirements. To further enhance our governance, we expanded the scope of our GRC frameworks this year to include SOC 2, DORA and HIPAA, ensuring our risk management policies align across all applicable requirements.

During 2025, we also updated the retention settings in our meeting recording tool to ensure that these recordings are managed transparently and responsibly.

### Key Performance Indicators (KPIs)

Our KPI for Objective 2 is measured by compliance with controls in our information





security management system (ISMS) and privacy Information management system (PIMS). These controls align with relevant security and privacy standards, as well as applicable legal obligations, and compliance is assessed through the successful completion of hundreds of regular tests.

**Target for 2026:** 100% continuous compliance and zero major audit findings  
**Current score:** 100% compliance. Three external audits successfully passed.

Over the past year, we have shifted our compliance target from the 60% mentioned in our previous report to full, continuous compliance. This reflects a more mature and rigorous approach to our security posture. This shift became achievable following the implementation of the GRC platform. All controls required for compliance are now clearly defined, and continuously monitored and tested.

The platform's automated test routines provide continuous assurance that our controls function as intended, while the centralized dashboard provides a clear overview of our status. These capabilities allow us to adopt a 100% compliance target as both realistic and appropriate.

We continue to proactively strengthen our

risk management processes. During this period, we adopted new features within our GRC platform for more efficient risk categorization and prioritization. In parallel, we established regular, structured risk review sessions with all teams to ensure risks are evaluated and addressed in a timely manner.

### Objective 3: Ensure responsible deployment of AI

We support the fair and reliable operation of AI by providing our customers with the tools, controls and policies required to deploy our technology responsibly.

Our platform includes built-in capabilities that enable customers to monitor and govern AI use within their environments. This includes tools for observing AI behavior, reviewing conversation patterns and identifying risks related to bias or unintended outcomes. By providing these insights, we allow customers to take informed action and improve their implementations through our platform.

To support responsible use, boost.ai maintains an acceptable use policy that defines how our technology may be applied. This policy sets expectations for ethical

use, safeguards against inappropriate applications, and establishes accountability across the value chain. Customers must adhere to this policy when deploying our Conversational AI platform.

Our platform includes configurable safeguards that customers can enable to monitor live conversations and detect unwanted behavior from both AI Agents and end users. These safeguards help prevent the generation of harmful, biased or non-compliant content.

Human oversight remains critical to responsible AI deployment. We provide tools that enable human review and intervention, ensuring responsibility remains with the deploying organization. AI systems can then be adapted as regulations or user expectations evolve.

### Supply chain and human rights

Boost.ai's external Code of Conduct is reviewed and adjusted annually. We require all third-party agreements to include a code of conduct or reference ours to ensure ethical standards are upheld.

We continue to assess our internal operations and supply chain for risks related to human rights and labor standards in

line with the Norwegian Transparency Act and the OECD Guidelines for Responsible Business Conduct. We have strengthened our approach by increasing documentation, engaging more closely with direct suppliers and integrating clearer expectations into our contracts. Our updated Supplier Management Policy now incorporates an assessment of sustainability and ESG practices. This ensures that ethical, environmental and social considerations are evaluated alongside security factors.

At the time of writing, we have not identified any material supply chain risks. For more details, refer to boost.ai’s full 2025 Transparency Report available on our website.

### Resilience and recovery

In 2024, we conducted our annual Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) exercise, which included a scenario-based exercise with a key customer. This validated our preparedness and strengthened coordinated response capabilities.

In 2025, we extended our disaster recovery testing to simulate the failure of an entire cloud region. The results validated the

readiness of our recovery processes. Our BCP and DRP remain effective, satisfying all requirements for ISO 27001 and SOC 2. We have already updated our procedures using lessons learned during these tests.



### Key performance indicators (KPIs)

Our KPI for Objective 3 is measured via our annual customer satisfaction survey. We ask customers to rate the following statement on a scale of one to five:

“boost.ai’s approach to developing, assessing and deploying AI systems is conducted in a safe, trustworthy, ethical and legal way.”

**Target for 2026: 4.5 | Current score: 4.7**

We attribute this performance to our consistent focus on structured governance processes and transparency. By actively seeking stakeholder feedback, we have improved responsiveness and delivered a

more reliable customer experience.

### GRC platform and Trust Center

In September 2024, we implemented a Governance, Risk and Compliance platform to strengthen our approach to risk management, security and governance. The platform centralizes policies, controls and evidence management, providing consistency and oversight across the organization.

By automating manual compliance activities, the GRC platform allows us to scale our control environment as we pursue additional security certifications and assurance reports. This transition supports decision-making and reinforces boost.ai’s commitment to governance and sustainable operations.

The platform also enables a centralized Trust Center. This resource allows customers, prospects and other stakeholders to access relevant governance information directly. This simplifies due diligence processes and increases transparency regarding our operations as a Conversational AI Platform provider.



### EcoVadis scorecard

In October 2025, we achieved a milestone by obtaining our first EcoVadis scorecard. This scorecard provides a recognized evaluation of our environmental, social and governance practices and establishes a baseline to measure and improve our performance.

The insights from this assessment will inform our sustainability roadmap, guiding targeted actions as boost.ai continues to scale responsibly.

### Your opinion matters

Thank you for reading our 2025 Sustainability report. We hope it met your expectations and welcome your feedback.

- Senior Program Manager

### Follow our progress

Stay in touch with our ESG activities at the channels below:



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