



Impact 2025 Report that *Endures*

Doing good and doing it well. For the long run

A Certified B Corporation since November 2021. Philippines · South Africa · Mexico · Canada · United States

A Note Before You Begin

This is our fourth Impact Report. It covers a year in which we made a series of considered choices about how to **build careers, deliver for clients, and invest in communities** while the technology underneath our industry was changing fast.

We launched **Boldr.cx** in November 2025 to sharpen our customer experience offer.
We published the **Boldr Ethical AI Manifesto** in July, with seven operational principles and an accountable owner for each.
We turned **five** as a **Certified B Corporation**.

The pages that follow are organized around the same three pillars we have published against every year: **Our Careers, Our Clients, Our Communities**.

The numbers tell part of the story.
The **decisions behind them tell the rest.**

“Talent is equally distributed. Opportunity is not.”

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A Letter from David Sudolsky

Founder and Chief Executive Officer

AI is reshaping the world. In 2025, our industry has been called out by Sam Altman and others, who said the BPO industry would be directly impacted. I'm confident that many current customer support roles handled over the phone or computer will be eliminated, as AI can perform those tasks better.

In 2025, every company participating in outsourcing had to ask themselves the same big question: Do we lean in and evolve, or do we exit? Many of our peers sold their business, and a few Founders decided it was time to roll up their sleeves. At Boldr, we decided to lean in and lead this change from an ethical perspective. We started including AI services in our offering. Yet, more importantly, we wanted to ensure it was applied ethically and responsibly.

We did this through three commitments that are now the spine of our business.

The first is transparency. The outsourcing industry has been opaque for a long time regarding wages, working conditions, and how work is changing.

“We started including AI services in our offering. Yet, more importantly, we wanted to ensure it was applied ethically and responsibly.”

In July, we published the '[Boldr Ethical AI Manifesto](#)', with seven operational principles and a named owner for each, including a stop-the-line right for any team member whose role is changed by an AI tool. In November, we celebrated five years as a Certified B Corporation and used the milestone to update what we publish and how often. We will not get all of this right, but we're committed to showing the work.

The second is dignity. The benefits of AI should reach the people whose careers are being changed. Not flow past them. We invested in the curriculum, the manager bench, and the role architecture that makes a Boldr career durable across the next tool, the next reorg, and the next typhoon.

The third is opportunity. Talent is equally distributed. Opportunity is not. Our job is to keep narrowing that gap. We restarted our community programs and doubled down on digital and AI-relevant skills, the entry points into the future of work. The flywheel still runs on the same 3Cs we



have always built around: Client, Careers, Community.

2025 was a year of building strong foundations. None of it was the work of one person.

Thank you, Mari and Samaya, for providing support, focus, and capacity. To Greg, for putting Client impact at the center of every Client conversation. To Glo, for the constant focus on bringing humanity into BPO. To my Mentors, for the questions that shaped 2025 long before they ever showed up in a plan. To the B Corp Community, for holding the bar higher than any certification ever could. And to every Boldr team member in the Philippines, South Africa, Mexico, Canada, and the United States.

At a Glance

2025 Numbers

1,000+

Team members across 5 countries

100+

Active client partnerships since 2017

5 Years

Certified B Corporation

58.1

Employer Net Promoter Score (2025)

Careers

Team members (<i>year-end 2025</i>)	829
New career opportunities created in 2025	247
Annualized retention rate	74.3%
Internal promotions in 2025	18.14%
Training hours delivered	100%
Average salary velocity (<i>cumulative</i>)	5,797
Living-wage coverage	150%

Clients

Active clients served	70
Active clients tenure	4.5 years
Client CSAT (<i>delivered to end-customers</i>)	97%
Client NPS	62.5

Community (as of 2025)

Individuals supported through programs	1,865 individuals
Volunteer hours	203 volunteer hours
Community partner organizations	19 organizations
Boldr Communities Fund as a share of revenue	≥ 1%

Methodology and source notes are in Appendix A. Cumulative impact totals from 2017–2024 are preserved in our 2024 Impact Report, available at [Boldr.com/impact-2024](https://boldr.com/impact-2024).

How We Think About Impact

Theory of Change 2.0

An AI-enabled model for clients, careers, and communities

Our original Theory of Change said that opportunity is unequally distributed and our job was to redistribute it. That is still true. What changed in 2024 and 2025 is the recognition that opportunity, on its own, is not enough. The careers we create have to be able to outlast the technology that is rewriting the work.

Clients

We help mission-aligned companies grow by building human teams that supervise, augment, and improve AI-enabled service delivery. The metric is not headcount; it is durable client outcomes, retention, lifetime value, brand health, and net recurring revenue.

Careers

Every Boldr role is designed to sit one layer above what AI does well. Team members are trained continuously in AI literacy, prompt

engineering, judgment-based escalation, and people leadership. The metric is not seats filled; it is the share of our team that is “AI-ready” and the share of our roles that have been redesigned to be AI-enabled.

Communities

We bring AI-relevant skills to the communities we operate in, not as charity, but as a pathway into the digital economy. The metric is not training hours alone; it is the share of community graduates who enter digital employment, with us or a partner.

The flywheel is the same one we have always run, work, wages, and dignity that compound through families and communities. The fuel is different: where we used to add seats, we now add capabilities. Where we used to count jobs, we now count careers that can survive the next tool.

Our full Theory of Change 2.0 is published at [Boldr.com/learn/theory-of-change](https://boldr.com/learn/theory-of-change).

“If we invest in our people with AI-driven skills and tools, then they will deliver superior results for clients, thereby driving business growth that creates more careers and uplifts communities.”

A Letter from Ileana Méndez

Director, People Business Partners

At Boldr, we believe that impact starts from within. When our Team Members grow, everything around them grows too: the quality of our work, the strength of our culture, and the value we bring to our clients and communities.

Last year, we made that belief structural. We built a Career Path framework that defines what each role at Boldr looks like, what it takes to do it well, and what the step above it requires. Team Members can now look at where they are and see clearly where they're going- and what it takes to get there.

But a career path is only meaningful if everything around it holds. That's why we aligned our

“When someone moves forward, the whole system moves with them.”

compensation philosophy to the same foundation, ensuring that growth is not just visible but also recognized. When someone moves forward, the whole system moves with them.

This work required deep collaboration across the organization and careful alignment between teams to define what each role means, what growth looks like, and how to make that consistent at every level. That's what our People team is here to do.

We're proud of what this represents (*and we're continuously building on it!*) because careers that matter are not a one-time project. **They evolve alongside our people, and alongside Boldr.**



Our Careers

Building Resilient Careers

Resilient careers do not happen by accident. **They are designed.**

In 2024, we said career progression was the heartbeat of our impact. In 2025, the same belief drives the work, that one promotion can put a sibling through college, or a parent into a better home, but the path to that promotion now runs through a different terrain. AI did not eliminate the entry-level role at Boldr. **It changed what an entry-level role is for.**

A team member joining us today learns to do three things at once: **master the brand and product they support, work alongside AI tooling fluently, and exercise the judgment, empathy, and escalation skills** that make customer service feel like care rather than triage. The roles are richer. The expectations are higher. The career arc, on the other end of that learning curve, is **meaningfully more durable** than it was three years ago.

This is what we mean by a resilient career: a role that gets harder to automate, not easier, the longer you stay in it. A role with a clear next step, taught in the open, with a manager who is paid in part on whether their team grows. **A role that pays a wage you can plan a life around, even when the algorithm changes,**

“We are not here to help our team withstand change. We are here to help them move through it with purpose.”

The chapters that follow are organized around the three commitments that have anchored our careers work for years and have been sharpened in 2025: protecting team members from the displacement risks of AI; investing more, not less, in their learning; and paying a living wage in every market where we operate.

Our Careers

Mitigating the Impact of AI on Jobs

In July 2025, we published the Boldr Ethical AI Manifesto, a set of seven operational principles that govern how we adopt AI across our delivery model. The Manifesto is the playbook our delivery, talent acquisition, and people teams use when an AI tool is proposed for a workstream.

Seven principles governing our use of AI

- 1. Accountability.** Every AI tool has a named human owner responsible for its output, usage, and performance. Team members always have a clear human escalation point.
- 4. Enablement.** No AI tool is introduced without training the people expected to use or interact with it. The point is fewer repetitive tasks, more room for judgment.
- 7. Protection.** Strict data, privacy, and consent standards apply to every deployment. Tools that monitor or evaluate team members include human oversight, documented criteria, and a right to appeal.

- 2. Transparency.** We disclose where AI is in use, in client work and internally. Team members are told when a task is shifting to automation, and what that means for their role.
- 5. Resilience.** Any AI-related change to a role triggers a formal team-impact assessment. Where displacement risk is real, we invest in reskilling, reprofiling, and internal pathways before we ever consider attrition.

The Manifesto is a living document. We will report annually on how each principle is performing, including where we have fallen short.

The full text and governance structure is at [Boldr.com/ethical-ai](https://boldr.com/ethical-ai).



Our Careers

Investing in our
Team Members

5,797

Total training hours in 2025

247

New careers created in 2025

18.14%

Promotion rate in 2025

74.3%

Annualized retention rate in 2025

What we invest in

Learning is part of how we deliver. In 2025, our investment focused on four areas:

- AI literacy and tool fluency: Every team member who works alongside an AI tool receives structured onboarding to that tool, including prompt design, output evaluation, and failure mode recognition.
- Role-based career pathways, every job family at Boldr now has a public roadmap. Team members can see exactly what skills, certifications, and outcomes are expected at each level, and what comes next.
- Leadership and people management, internal mobility is the engine of our org. In 2024, 43% of our leaders and managers were internal moves. In 2025, we deepened this with a global Manager Foundations program and structured succession planning.
- The Boldr Learning Support Agreement, our long-running commitment that team members pursuing certifications, language proficiency, or formal study aligned with their role are supported financially and with study time.



Our Careers

Night Shift Work and How We Are Responding

Most of our team members in the Philippines work the night shift to serve clients in North America and Europe. The economic upside is real, including night differential pay and access to higher-tier work. The health and social costs are real too, and we are choosing to talk about them directly.

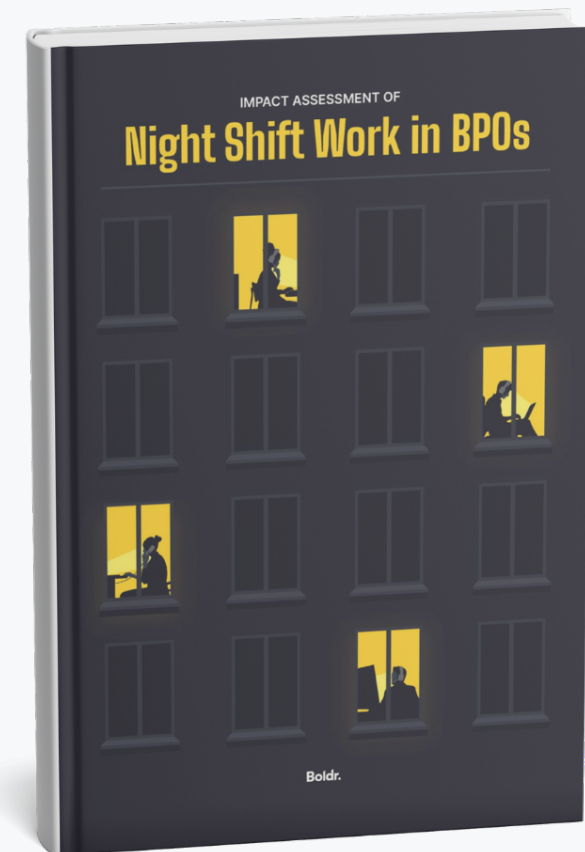
In 2025, our Impact Team conducted a three-phase study, including literature review, focus groups, and a survey of 195 night shift BPO workers across the country. The findings: 55 percent of respondents reported worse sleep after starting night shift work, 57 percent reported worse physical health, and 44 percent reported worse mental health. Sleep duration under seven hours was the strongest predictor of poor outcomes across every category.

What we are doing in 2026

Night kits. Procurement of our night kits, with blackout sleep aids, ergonomic support, and nutrition staples, is underway. Tacloban goes first because the on-site requirement is highest there.

Ergonomic and environmental upgrades. We are pairing the kit rollout with dedicated rest areas and improvements to sleeping environments at the office level, the single variable most strongly correlated with better sleep in our study.

Voluntary sleep monitoring. For team members who opt in, we will offer fitness band-based sleep tracking and incentivise measurable improvements.



Letter from Greg Collins

Chief Revenue Officer, Boldr

There's a phrase I keep coming back to because I believe it deeply: revenue follows client impact.

In a services business, we do not create revenue on our own. Our clients do. Our role is to help them create better business outcomes through stronger customer experiences, better operations, and scalable systems that hold up over time. When we help clients strengthen trust with their customers, improve retention, and grow with intention, sustainable revenue follows for them and for us.

In 2025, the strongest partnerships were the ones where we aligned closest to the client's actual business objectives. Support KPIs and operational metrics matter, but they are only part of the equation. The real impact happens when we understand what sits on the CEO's desk: growth, customer trust, operational scale, and long-term resilience.

At its core, customer experience is about trust and relationships.

“There's a phrase I keep coming back to because I believe it deeply: revenue follows client impact.”

Customers remember how brands make them feel in moments that matter. That is why we believe the people delivering those experiences matter just as much as the systems supporting them.

Being a B Corp shapes how we think about performance itself. We believe customer experience improves when the people delivering it are supported, developed, trusted, and treated with dignity. The connection between employee experience and customer experience is not theoretical for us. We see this reflected in retention, quality, and long-term client outcomes. Investing in people is not separate from performance. It is what makes sustainable performance possible.

As demand for AI-enabled customer experience continues to grow, we believe the future belongs to companies that can combine people, process, and technology without losing trust, quality, or humanity along the way.

Thank you to every client who trusted us enough



to let us into the problem space and build alongside them. And thank you to our global teams for continuing to stay close to the work, the customer, and each other.

Revenue follows client impact.
The work continues.

Our Clients

Delivering Excellent Outcomes that Last

70

Active client partnerships

4.5 Years

Average client tenure

62.5

Client NPS

97

Client CSAT (delivered to end-customers)

The 2025 client conversation was different from any year before it. The question shifted from “can you deliver this work for less?” to “can you deliver this work better, with AI in the loop, in a way our customers will not notice and our brand will not regret?”

Our partnerships are not built for the duration of a contract. They are built for the duration of a business. The average client engagement at Boldr has been over four and a half years for the past three reporting cycles. Many of our largest partnerships have been with us since the year they signed. They have grown teams from a handful of agents into specialized organizations. They have grown internal product roadmaps because our teams have given them room to focus. And in 2025, several of them ran their first AI-enabled customer experience programs alongside us.

What “doing good and doing it well” looks like

Every Boldr engagement starts with three definitions: the business outcome the client is buying, the experience their customer should have, and the way the team will grow over the life of the contract. The third definition is the one most BPO contracts skip. We put it in writing.

In 2025, the most successful expansions in our portfolio shared three traits: clarity on outcomes (not on activities), a willingness to embed AI in the workflow rather than around it, and values fit deep enough to survive the inevitable cycle-of-the-month conversations about cost. The next page tells three of those stories.

“Revenue follows impact. If a team consistently delivers value, everything else, renewals, referrals, growth, will follow.” - *Greg Collins*

The fastest-growing partnerships in 2025 also tended to be the most aligned on AI strategy. Where the client had a thoughtful view of where to use AI and where not to, our team could move quickly. Where the client wanted “AI everything” without a plan, we slowed down on purpose. We have not regretted any of those decisions.

Our Clients

The Launch of Boldr.CX

In November 2025, we launched Boldr.cx, the dedicated home for our customer experience work. The brand sits alongside Boldr Impact, which continues to lead our Employer of Record and Managed Outsourcing services. Same team. Same standards. Easier to find and easier to scope for the buyers who need it.

Boldr.cx is positioned as human-first and AI-savvy.

CX Teams for eCommerce.

Dedicated email, chat, and social support that protects brand voice across daily conversations and seasonal volume spikes.

CX Quality Assurance.

Structured monitoring on tone, policy accuracy, and service consistency, with coaching loops attached.

Anchor brands on Boldr.cx in 2025 included Babylist, Odeko, GOLFZON, Ocado, Made In, Brooklinen, and UrbanStems.

The promise we make to all of them is the same: a dream CX team that is weeks away, not months.

The promise on the homepage is direct: our team is your team. Built and managed by us, integrated into the client's operations, speaking in their brand voice. The focus is on eCommerce and SaaS companies that need CX to scale alongside the business without losing the consistency that keeps customers loyal.

The launch consolidated six service lines under one front door.

CX Teams for SaaS.

Product, technical, and customer-education support that translates customer signals back into product and CX feedback.

CX Training.

Onboarding, brand voice, escalation simulations, and refreshers as products evolve.

AI-Enabled CX.

Responsible automation with documented use cases, escalation logic, and QA monitoring.

Workforce Management.

Forecasting, coverage planning, hiring roadmaps, and capacity reporting.

David framed the move at launch. Organizations navigating rapid shifts in customer expectations and AI-driven transformation need a partner that brings both empathy and intelligence to every interaction. Boldr.cx packages that posture for the buyers who need it most.

The full release and case studies are at boldr.cx.

Our Clients

Client Stories


**White-glove support
for a premium
product**

GOLFZON, the global leader in golf simulation technology, expanded into North America in 2016 and built a high-value clientele of commercial venues and premium personal setups. Ticket volume outgrew the in-house team's capacity to deliver a white-glove experience without inflating cost.

In under three months, our dedicated, bilingual team became an extension of GOLFZON's brand. Average resolution time fell by 50%. First response time improved by 37.8%. Tier 2 specialists got more than 30 hours of their week back for onsite support and product development. Customer satisfaction reached 98%. Building the team with Boldr came in at half the cost of expanding internally.

“Our partnership has been transformative and has exceeded

expectations, proving to be an invaluable extension of our brand.”,

Nathaniel Wise, Customer Experience
Operations Manager, Golfzon


**Scaling support
without losing the
brand**

Odeko, the operations platform for independent coffee shops, expanded from six to sixteen U.S. markets in under a year. Their previous BPO partner was failing on coverage, leadership, and quality, which forced Odeko's Tier 2 specialist to backfill Tier 1 work.

We built a dedicated tech support team with bilingual capability, deep product knowledge, and the soft skills to match Odeko's voice. In six months, we reduced first response time by 74 percent and reached 92 percent CSAT, surpassing the goal Odeko set for the whole support organization. Quality scores averaged 90 percent through a period of rising volume.

“Boldr's performance in managing the majority of the tickets has been favorably BETTER compared to our previous vendor. Thanks to the team's efforts in taking the majority of the volume, I was able to transition one of our team members in Tier Two Support into the role of Onsite Process Support for the Denver market.”,

Katie Rose, Sales and Customer Success
Leader, Odeko


**From contractor
sprawl to a scalable
CX operation**

PetLab Co., a fast-growing pet health brand with a subscription base, had built a large contractor-based CX operation that was difficult to manage at the speed they were growing. Ramp time stretched to eight weeks,

coverage was uneven during demand spikes, and the team's targets on call completion, CSAT, and email resolution were getting harder to hit.

We took the operation in stages to keep service running while the structure underneath got rebuilt. Thirty-two contractors transitioned into Boldr employees, so the product knowledge stayed in place. Thirty-eight additional team members joined to close a backlog of more than 4,000 customer interactions. We brought workforce planning, QA, and omnichannel upskilling so team members could move fluidly between email, chat, and phone. Phone first response time is now under 40 seconds. The team is moving toward 24/7 email coverage and a follow-the-sun model. Together with PetLab, we are planning for AI to resolve more than 30% of inbound.

“When something unexpected happens, do we have a partner that has the same sense of urgency as we do? That’s what it means to have a true partner.”



**Scaling and
Strengthening Their
Support Team**

Babylist, the largest online baby registry in the U.S., needed to scale its customer experience team while keeping the contractors who had been with them for years and meeting HIPAA standards after the acquisition of Expectful. After a six-month RFP, they chose Boldr’s EOR model.

We transitioned 100% of Babylist’s contractors into full-time roles. We scaled the team from 24 to over 137 across nine departments and twelve functions, including a 45-person hire for Customer Support and Data Entry in six weeks and a seven-person back-office team staffed in a single week during the holidays.

The partnership now delivers \$6 million in annual savings at near-zero attrition, against the 50% attrition typical of traditional BPO models.

“The growth of our team is the key evidence of the success of our engagement. The most impactful metric I can share is that we’re now saving \$6 million a year because of this partnership. Their support has enabled us to not worry about all the administrative stuff but be able to keep really great control over what they focused on and how they executed. This was really key to our success.”

Chris Murray, former Head of Support,
Babylist

Our Clients

What Our Clients Tell Us

62.5

Client NPS (2025)

+23

Vs. 2023 (39.5)

67%

Promoters

70

Clients who participated

Our second formal Client Net Promoter Score program ran from September 8 to October 10

Themes from the 2025 NPS

Our people drive measurable business outcomes.

Talent quality and dedication was the strongest driver of promoter scores. Clients credited our teams with hitting and maintaining SLAs, lowering AHT, lifting CSAT into the nineties, and reducing response and resolution times across email, chat, and phone. One promoter described a 400 percent lift in outbound customer-relationship activity since the partnership began. Another described how a Boldr team member absorbed technical complexity quickly enough to free their senior engineers to build more value upstream.

We scale with our clients without losing what makes them work.

Promoters described growing from one Boldr team members to twenty across two years, standing up additional sites with more in flight, and onboarding specialized talent through holiday peaks without quality drift. Long-tenured Boldr leads now run new-hire training and build new support channels alongside the client teams they support.

The partnership feels like an extension of the in-house team.

Promoters described growing from one Boldr team member to twenty across two years, standing up additional sites with more in flight, and onboarding specialized talent through holiday peaks without quality drift. Long-tenured Boldr leads now run new-hire training and build new support channels alongside the client teams they support.

Where we still have work to do.

Tier 1 strategic clients told us where the bar moves next: flag risks earlier, sharpen governance and management visibility, accelerate decisions on team members who are not working out, and bring strategic input alongside reliable execution. We are moving Boldr from responsive to proactive, and from execution to trusted partner.

77

Tech & SaaS NPS

68

E-Commerce NPS

50

Global Employment

43

Client Services

Letter from Glo Guevarra

Head of Global Impact, Boldr

I have now written four Impact Reports for Boldr. In 2025, the questions changed.

What happens to the entry-level role when AI can do more of the work? What happens to the team member whose tools are changing faster than their job description? What happens to the communities our team members come from, when the work that helped bring their families into the digital economy is also the work most exposed to automation?

Ethical outsourcing in 2025 looks different than it did even a year ago. It still starts with fair pay, and this year, we extended our living wage commitment to South Africa and Mexico. But wages alone are not enough. Ethical outsourcing now also means building a career architecture that can withstand the next tool, the next client expectation, and the next shift in the labor market.

It means being clear about what is changing inside the work, not just repeating what has always sounded good on a website. It means asking a harder question about efficiency:

“We focused on the access that access now, digital skills and AI relevant learning.”

when value is created through automation, does any of that value make its way back to the people and places that helped create it?

That is why our community work in 2025 became more future-facing. We focused on the access points that matter most now: digital skills, AI-relevant learning, employability pathways, and community partnerships that connect people to opportunities they need.

A promotion that helps put a sibling through college. A community partnership that brought 304 people closer to programs, support, and pathways they may not have found otherwise.

They tell us whether our Theory of Change still holds. They tell us whether careers are becoming more resilient, whether clients are growing with partners they can trust, and whether communities are better off because Boldr is there.

So if you are a client, peer, investor, or fellow B Corp reading this report, I hope you ask harder



questions of the partners you work with.

Ask what their wages are. Ask how their people are growing. Ask where their efficiency gains go. Ask how they are preparing workers for AI, not just how they are using AI to reduce cost. Ask whether the communities behind the service are actually better off.

In this next chapter of outsourcing, the standard has to be higher. And the proof has to be closer to the people doing the work.

Our Community

A Place-Based Approach to Impact

1,865

Individuals supported in 2025

203

Volunteer hours

≥ 1%

Community Impact as a share of revenue

19

Community partner organizations

In 2025, we narrowed that principle further. With our impact budget under more pressure than in years past, we asked ourselves a harder question, not “what can we do for our communities,” but “what can our communities do better with us than without us?” The answer was almost always the same: digital skills, dignified work, and resilience in the face of disasters.

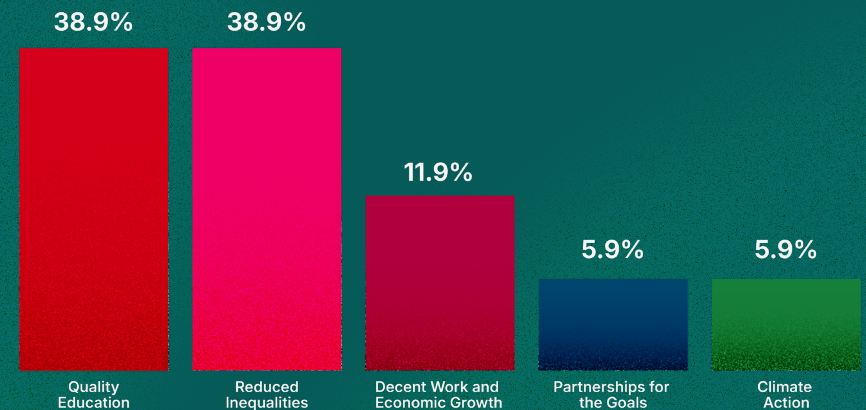
Our partners on the ground

We work with grassroots organizations that have spent years inside the communities we are trying to serve. In 2025, our most active partnerships included AHA Learning Center (Manila), the Good Work Foundation (Mpumalanga), Great Girls (Cape Town), Ikamva Youth (Cape Town), Karinderya ni Mang Urot (Manila), Limpimos Yucatán (Yucatán), and Streetlight (Tacloban). Each partnership is rooted in a local champion on our team.

SDG Alignment

Our work most directly contributes to four of the United Nations Sustainable Development Goals. Our community investment allocations across these goals will be added below once final 2025 figures are confirmed.

SDG 8, **Decent Work** is core to our business model itself. Boldr exists to create dignified, fairly compensated work for people in places where it has historically been hard to find. Every line in this report ties back to it.



Philippines



Streetlight Tacloban

Our longest-running grassroots partnership and our largest sustained community commitment. Across 2025 we contributed PHP 600,000, at PHP 50,000 each month, supporting roughly 490 beneficiaries through Streetlight's education, food, and shelter programs for children in the same city where many of our team members live and work. In November, we extended the partnership with a donation of 10 desktop sets, including monitors, keyboards, mice, AVRs, and WiFi, to expand Streetlight's digital capacity for the children it serves.

Mayoyao PASSION Project

A community-led initiative in Mayoyao, Ifugao that combines education, livelihood, and nation-building in one of the country's most remote regions. With a PHP 12,000 contribution from Boldr and 32 volunteer hours, the project reached 304 beneficiaries through Personal Action towards Sowing Success and Initiating Opportunities through Nation-building, in partnership with one local champion on the ground.

490

Beneficiaries

10

Donated desktop sets

Php 600,000

Contributed, Php 50,000 per month

32

Volunteer Hours

304

Beneficiaries

Php 12,000

Received contribution from Boldr



Typhoon Tino Donation Drive

Typhoon Tino struck the central Philippines in early November 2025, bringing severe flooding, landslides, storm surges, and widespread power outages across Leyte, Cebu, and Negros Occidental. Boldr coordinated a donation drive across our Manila and Tacloban offices, in partnership with JCI Tanauan. 44 families received aid, including clothing for adults and children, blankets, hygiene products, basic medicine, and other essentials.

BPO Digital Skills Training at the University of Makati

Implemented on August 14, 2025, in Manila, the BPO Digital Skills Training empowered 73 Grade 12 students at the University of Makati. Volunteer Ros dela Torre provided foundational industry knowledge, covering customer service, tech support, and communication. Despite organizational shifts, the session earned a high 4.77 score for achieving learning objectives, leaving students inspired and eager for future employment opportunities.

Boldr-AMV Workshop

Implemented on July 26, 2025, in Manila, the Boldr-AMV Workshop #1 successfully equipped nine college scholars with vital professional skills for transitioning into adulthood. Facilitated by Boldr volunteers, the hybrid session delivered crucial training in resume writing and interview preparation. Overcoming weather and scheduling hurdles, the initiative achieved an outstanding 4.86 out of 5 satisfaction rating, inspiring scholars' career confidence.

44 Families

Clothing, blankets, hygiene products, basic medicines, and other essentials

73

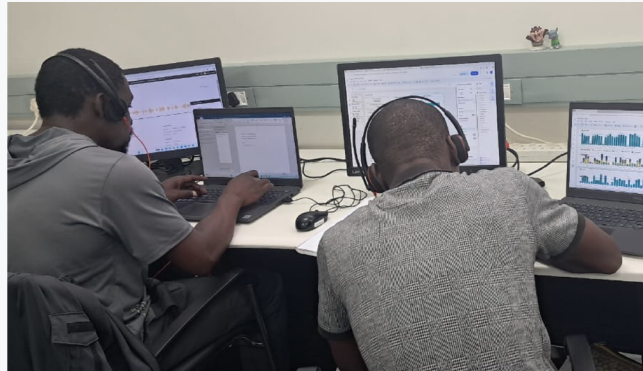
Beneficiaries

9

Beneficiaries

South Africa

Our Cape Town team's 2025 work focused on two long-running partnerships that line up with the digital economy entry points our Theory of Change is built around.



Hazyview BPO Academy with the Good Work Foundation

In June, we donated 15 laptops and headsets to the Good Work Foundation's BPO Academy in Hazyview, Mpumalanga, to support learners entering the academy's training pipeline. The Mpumalanga academy continues to deliver strong employment outcomes, with 75% of graduates entering employment after completion.

Great Girls Sponsorship

In July, we sponsored three high-school students in grades 11 and 12 from disadvantaged Cape Town communities through the two-month Great Girls Program. The RAND 18,300 sponsorship covered program participation, aligned with our quality-education and reduced-inequalities priorities.

15

Laptops and Headsets

75%

Graduates entering employment

RAND 18,300

Sponsorship covered program participation

Mexico

Our Mérida team's 2025 community work centred on education access for young people in the Cholul district and on year-end giving in food security and animal welfare.



Across all three regions

We allocate at least 1% of revenue every quarter to the Boldr Communities Fund, and our Impact Committee, staffed entirely by team members from across our offices, decides where it goes.

That decision-making structure is not symbolic. The most resonant programs in any given year are the ones our local teams have built relationships with.

EducaTE Tutoring Program

Boldr is sponsoring four primary and secondary school students from Cholul, Mérida, to participate in the EducaTE Yucatán Tutoring Program from September 2025 to January 2026, with a USD 600 commitment. Each student receives 4.5 hours of weekly tutoring in mathematics, literacy, and English to help them stay on track academically.

4.5 Hours

Weekly
Tutorial

USD 600

Program
commitment

Business Continuity

Weathering 2025

In 2025, the Philippines was hit by twenty-three named tropical cyclones, two super-typhoons (Kalmaegi and Fung-Wong in November), and a major earthquake in Cebu on September 30 that killed 79 people and destroyed more than 7,000 homes. By year-end, more than seven million Filipinos had been affected by climate disasters in a single year.

What our Business Contingency Plan looks like in practice

Our BCP is a layered set of practices our operations, IT, people, and impact teams maintain together, year-round, across every site.

• Distributed delivery

Our delivery model is multi-site across the Philippines and across countries by design. No single client team depends on a single office.

• Local incident command

Every site has a named on-the-ground BCP lead with the authority to call work-from-safe-site, escalate to leadership, and coordinate with families.

• Hybrid and remote-ready posture

Every team member has the equipment, connectivity stipend, and access protocols to work from a safe location when needed. IT maintains a dedicated continuity stack for failover.

• Family-first communications

When a typhoon is incoming, our first message goes to team members and their families. Client communications follow a documented protocol once team safety is confirmed.

• Pre-positioned safety resources

For our Philippine team, we pre-position emergency supplies, transportation arrangements, and accommodation contingencies before peak storm season.

• Structured aftercare

Once a disaster has passed, our local impact and people teams coordinate with grassroots partners to deliver food, water, and basic supplies to the team members and communities most affected.



Looking Ahead: Our Commitments for 2026

These goals anchor our 2026 plan. Each one extends work that is already underway, and each one is built around the same question we will keep asking through the year: who is the team member at the end of this, and is their experience getting better.

Leading the AI transition with transparency and evidence

The Boldr Ethical AI Manifesto we published in July 2025 set the principles. 2026 is about the evidence behind them. We are reporting annually against each of the seven principles, including where we have fallen short. Every AI-related change to a role triggers a documented Team Impact Assessment that names what is shifting, who owns the response, and what reskilling or internal pathway is being offered. We are publishing the share of Boldr workstreams that are now AI-enabled, the count of team members trained to the AI-ready threshold under our Boldr AI Foundations curriculum.

Building the capacity of our leaders

A resilient career architecture only works if the managers running the conversations on top of it have the training, time, and authority to do them well. In 2026, Manager Foundations will run globally on a structured cadence, with succession planning attached and a deliberate focus on the manager bench. Internal mobility remains the primary way we source leadership at Boldr.

Understanding the real impact of night shift work, and acting on what we learn

Most of our Philippine team works the night shift. The study we conducted in 2024 made clear that the work changes people's bodies, sleep, and social lives in ways the industry has not been honest enough about. In 2026, we are moving from research to response. The first 50 Night Shift Kits, designed by the Impact Team and shaped by team member feedback, ship from Tacloban as the lead site, with blackout sleep aids, ergonomic support, and nutrition staples. A post-distribution survey will let us measure what changed.

Helping our team members build resilient and economically mobile careers

To foster resilient careers, the full execution of the Career Path framework is informed by regular Salary Band Market Reviews, anchoring all market-rate and merit-based compensation decisions to a unified professional architecture. This integrated approach ensures that every team member leaves their check-ins with clear, actionable alignment on what they are doing well, what their next professional milestone is, and exactly what development gaps stand between them and their goals.

“A resilient business is one that knows what to keep, what to change, and what to let go.”

Appendix A

Methodology

Reporting scope and process. This Impact Report covers Boldr's global operations for calendar year 2025 (January 1 – December 31). Data was collected from Boldr's HR information system (*workforce metrics including headcount, training hours, promotions, retention*), our finance system (*client and revenue metrics, community fund disbursements*), and our CRM and NPS platforms (*client tenure, satisfaction, NPS*). Community program metrics were aggregated from program partners and our internal Boldr Communities Fund tracking.

AI training and AI-readiness. "AI-ready" is defined as a team member who has completed the Boldr AI Foundations curriculum, demonstrated competency in role-specific AI tooling, and operates in a workstream where AI is part of the workflow.

Limitations. Some 2025 community impact totals rely on partner-reported data. Where reporting cycles do not align with our calendar year, we have noted the discrepancy.



Appendix B

Certifications and Memberships

- Certified B Corporation since November 2021. Five-year recertification milestone celebrated in November 2025.
- Minority Business Enterprise (MBE) Certification, granted by the Southern California Minority Supplier Development Council.
- UN Global Compact participant since 2024, committed to the Ten Principles on human rights, labor, environment, and anti-corruption.
- Inc. 5000 fastest-growing companies, multi-year recognition.



United Nations
Global Compact

Appendix C

Acknowledgments

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This report exists because of the work of more than a thousand team members, dozens of clients, and several dozen community partners. A few specific thank-yous are in order.

Our team members

To everyone across the Philippines, South Africa, Mexico, Canada, and the United States, your steadiness in a chaotic year was the headline of 2025. Special thanks to the Impact Committee and the local impact champions who gathered the stories, the data, and the photographs that fill this document.

Our Clients and partners

Thank you to the clients who challenged us in 2025 and to the ones who chose to grow with us. Special thanks to GOLFZON, Odeko, Babylist, PetLab Co, and the 70+ partners we are privileged to work with. To our community partners, AHA Learning Center, Good Work Foundation, Great Girls, Streetlight, JCI Tanauan, Rise Above Development, EducaTE Yucatán, and many others. We are grateful for your guidance and for entrusting us to support your work.

The Boldr extended community

To our families, who absorb the schedules and time zones of this work. To the beneficiaries of our community programs, who teach us what impact really looks like. And to you, the reader. By caring about impact, you make the case for it.

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