



LIBERTY  
LATIN AMERICA

AVISO IMPORTANTE  
ACCESO CONTROLADO  
SI ESTA INTERESADO EN REALIZAR  
LIMPIEZA DE PLAZA  
Y UTILIZAR ESTE ACCESO  
FAVOR COMUNICARSE CON  
LA ADMINISTRACION DE COSTA RICA  
COESMONT



# OUR COMMITMENT TO THE ENVIRONMENT, SOCIAL CHANGE, AND GOVERNANCE

# FOREWORD

Demonstrating our commitment to responsible and sustainable practices across Latin America and the Caribbean.

At Liberty Latin America, we believe in leading the change for a more sustainable future – for the benefit of our employees, our customers, our communities, and our shareholders. We invest in our employees, deliver value for our customers and shareholders, deal fairly and ethically with our suppliers, and support the communities where we live and work. We continually strive to prioritize environmental, social, and governance (“ESG”) issues, and we track our progress towards meeting our goals.

Developing and improving our reporting is an important way for us to demonstrate the emphasis we place on responsible environmental, social, and governance practices across our operations in Latin America and the Caribbean. We hope you enjoy reading about our progress, and will join us on this journey.

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Our employees at Cable & Wireless celebrating their return to the office in El Salvador.



## About Liberty Latin America

We are a leading communications company with operations in Chile, Costa Rica, Panama, Puerto Rico, the Caribbean, and other parts of Latin America.

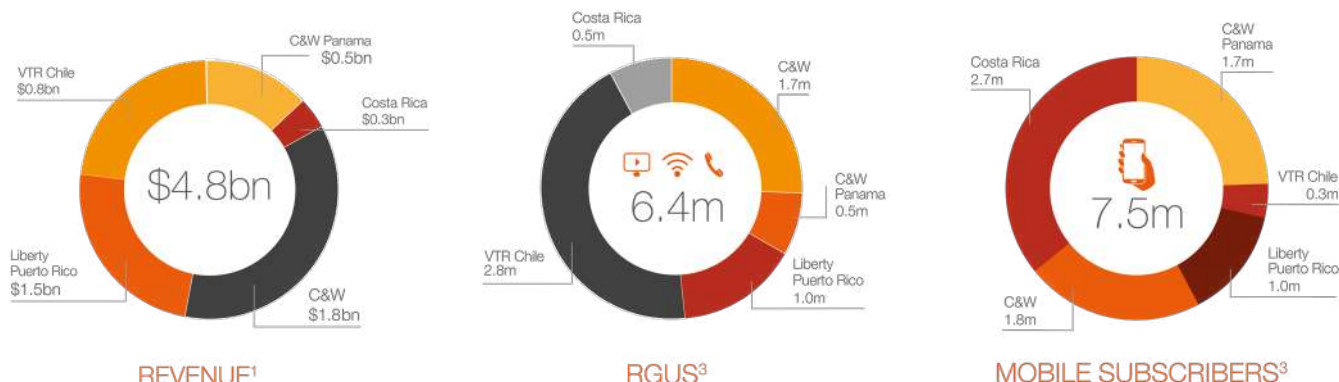
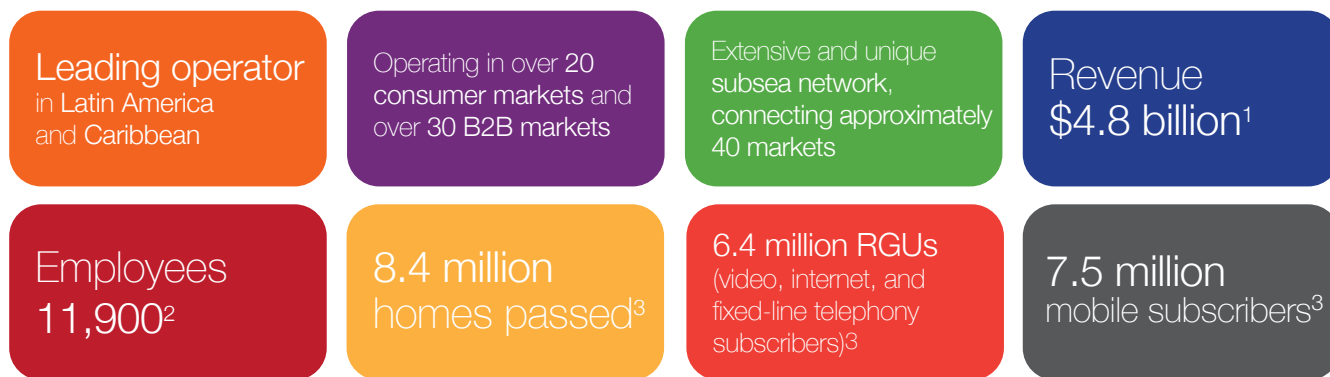
We offer communications and entertainment services to our residential and business customers, including video, broadband internet, telephony, and mobile services. In most of our operating footprint, we offer a **triple-play** of bundled services of digital video, internet, and telephony in one subscription. We also bundle, where available, mobile offerings with the **triple-play** products to offer a **quad-play** or fixed-mobile convergence service.

Our business products and services include enterprise-grade connectivity, data center, hosting, managed solutions, and IT solutions with customers ranging from small and medium enterprises to international companies and governmental agencies. We also operate an extensive subsea and terrestrial fiber optic cable network that connects approximately 40 markets in the region, providing connectivity solutions both within and outside our operating footprint.

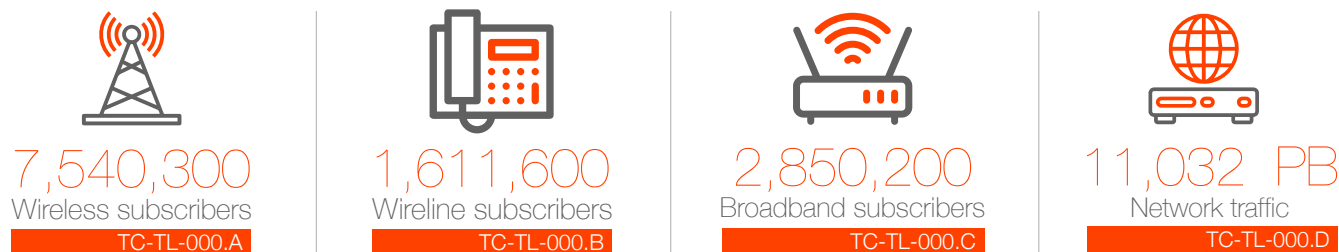
# Our Company Strategy

We focus on delivering entertainment and connectivity solutions to our customers so they can access the digital world and all its benefits. We plan to extend our footprint through investments in our existing markets as well as regional expansion into high-growth markets and segments through opportunistic M&A activity. This is part of our commitment to delivering value creation for shareholders.

## OUR KEY FACTS



## OUR TRAFFIC DATA + SUBSCRIBER STATISTICS



Our registered office is located at Clarendon House, 2 Church Street, Hamilton HM 11, Bermuda, and we have executive offices at 1550 Wewatta Street, Suite 710, Denver, Colorado 80202. Our main telephone numbers at those addresses are (441) 295-5950 and (303) 925-6000, respectively.

1. Revenue for the fiscal year ended December 31, 2021. Due to rounding, certain totals may not recalculate.

2. Employees as of December 31, 2021.

3. Operating data as of December 31, 2021. Due to rounding, certain totals may not recalculate.

# CEO Welcome

On behalf of everyone at Liberty Latin America, I am proud to share this report on our company's progress regarding the environment, social change, and governance (ESG). This year was one of great achievement for our business as we took strides to increase the positive impact we have on our employees, our shareholders, and the communities we serve.

Through our first ESG report last year, we outlined our goals and how we intend to track our progress against them. This year, we have enhanced our ability to measure our performance according to the Telecommunications Sector Standards published by the Sustainability Accounting Standards Board (SASB) and are pleased to report specific metrics regarding our energy consumption, data privacy, and security efforts.

As always, we remain committed to delivering profits while mitigating environmental impacts, pursuing positive social change, and operating to the highest ethical standards. Despite the challenges presented by the global pandemic, 2021 saw us demonstrate this dedication by making investments in projects to utilize solar power, continuing our efforts to connect the unconnected, and positively impacting our communities through service volunteerism.

We continue to dedicate ourselves to conducting our business with honesty, integrity, and inclusivity, through expanding training for our employees around our code of conduct, anti-corruption efforts, and ethics, and by outlining a strategic approach to Equality, Diversity, and Inclusion (EDI) and launching a global program to combat Gender-Based Violence.

As we move through 2022, you can be assured that we will continue to maintain a high level of focus on our ESG efforts, and I look forward to reporting back again next year to share details of even greater progress.



Balan Nair  
President and CEO



Balan Nair, President and CEO, visiting our BTC operations in The Bahamas.

# Our ESG strategy

These three pillars guide us every day and in every decision to ensure our business is benefiting the people, communities, and organizations we interact with.



**SUSTAINABLE BUSINESS PRACTICES**

We pledge to create sustainable operations that:

- Lessen our impact on the environment
- Reduce our energy usage and dependence on fossil fuels
- Provide resilient telecommunications services during and after natural disasters and other large-scale disruptions
- Lead in responding to and recovering from natural disasters



**POSITIVE SOCIAL IMPACT**

We pledge to pursue social change by supporting local communities to:

- Provide children with the connectivity and tools to be full participants in digital learning
- Provide digital access for rural and low-income areas
- Raise awareness and provide education around complex societal topics



**DO BUSINESS THE RIGHT WAY**

We pledge:

- That corruption has no place in our business
- To work only with trusted business partners that share our values
- To be transparent with consumers on our pricing and services
- To build a culture of inclusivity that provides equal opportunity regardless of gender, age, race, religion, ethnicity, or sexual orientation

Our Liberty Puerto Rico employees performing maintenance work in a greenhouse.



# Environment



Sustainable and responsible business practices



# SASB 2021

As an independent non-profit organization, the SASB sets standards to guide the disclosure of sustainability information by companies to their investors. In 2021, we have continued to build on our disclosures and have increased our reporting in line with the goals we set in our 2020 report.

## FOCUS AREAS

 <p>DATA PRIVACY</p>	<p>Policies and practices related to behavioral advertising and customer privacy</p>
 <p>DATA SECURITY</p>	<p>Approach for identifying and addressing data security risks, including use of third-party cybersecurity standards</p>
 <p>NETWORK RELIABILITY &amp; RESILIENCE</p>	<ul style="list-style-type: none"> <li>• Corrective actions taken to prevent future disruptions</li> <li>• Discussion of systems to provide unimpeded service during service interruptions</li> </ul>
 <p>COMPETITIVE BEHAVIOR &amp; OPEN INTERNET</p>	<ul style="list-style-type: none"> <li>• Legal proceedings associated with anti-competitive behavior regulations</li> <li>• Sustained download speeds</li> <li>• Risks and opportunities</li> </ul>
 <p>ENVIRONMENT FOOTPRINT OF OPERATIONS</p>	<ul style="list-style-type: none"> <li>• Total energy consumed</li> <li>• Percentage grid electricity</li> <li>• Percentage renewable electricity</li> </ul>

# Data Privacy

We believe that consumers should have the right to understand how all companies collect, use, and store their data. We also believe that a company's ability to use and share consumer data can potentially provide a superior customer experience through greater access to information or services relevant to them.

In response to these dual imperatives, we have created a Privacy Office, appointed a Data Privacy Officer, and assembled a Data Privacy Task Force to align our strategy for addressing data privacy issues across Liberty Latin America.

The Privacy Office has the primary responsibility to implement recommendations from the task force, including developing a group-wide Data Privacy Policy, which we will apply across all our markets and provide easy-to-use tools that allow customers to tell us how they want us to use and share their data. As governments within our region are introducing and enforcing privacy legislation, we are ensuring we remain ahead in our approach. This includes how and when we use our customers' information.



Our Flow technician maintaining phone and broadband connection in Jamaica.



Our Panama City data center.



Our Cabletica field technician handling on-site services in Costa Rica.

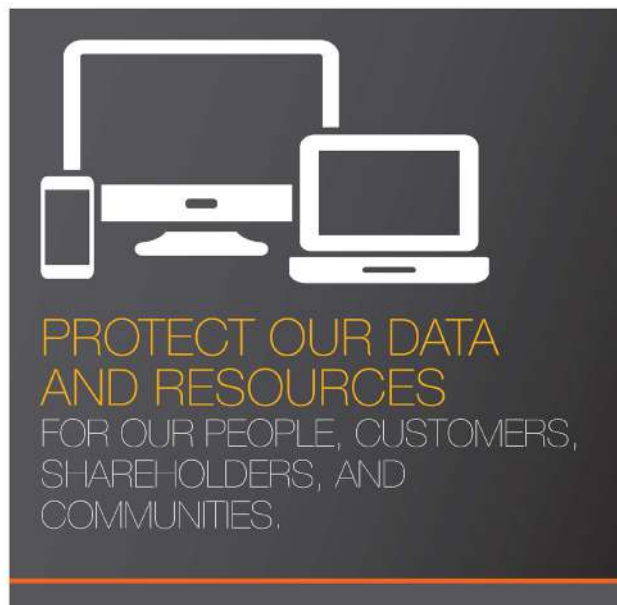
# Data Security

We are keeping our network secure and our customers safe.

Having good security practices in our networks, products, and services, as well as customer security, is our top priority. Anything that compromises network security ultimately affects customer confidence in our products and services and those who use our services to reach their customers.

We previously established a Global Information Security Office, led by our CISO (Chief Information Security Officer). In 2021, we implemented a governance, risk, and compliance program, including security and awareness training for all employees. In addition, we continue to enhance our information technology controls, secure networks, and security monitoring.

We have implemented a series of company-wide policies to emphasize to all our employees the important roles they play every day in protecting data and ensuring our networks remain safe from cyberattacks. In our overall cybersecurity program, we implement security technology to protect data, applications, devices, and networks by partnering with many of the world's leading companies to provide comprehensive protection of our networks, products, and services for our customers.



## INFORMATION SECURITY AWARENESS



Don't click on links that appear in suspicious emails.



Be careful when downloading files from the internet.



Always keep a backup of your files in the corporate cloud.



Configure privacy and security settings in your email.

Internal employee campaign to build awareness of the importance of Information Security.



### PHISHING

During Cybersecurity Awareness Month, we took the opportunity to use available tools and an activity, to help our employees remain cyber secure, both at work and at home. This included using our cyber security training platform KnowBe4 to support employees in practicing to identify phishing activity. We also conducted ongoing cyber security awareness campaigns and provided employees with the chance to test their knowledge through unplanned phishing exercises.

# Network Reliability & Resilience

## Business continuity and crisis management

At Liberty Latin America, failure in our technology or telecommunications systems from security attacks or natural disasters could significantly disrupt our operations.

Our success depends, in part, on the continued and uninterrupted performance of our information technology and network systems as well as our customer service centers. The hardware supporting many critical systems for our cable network in a particular country or geographic region is housed in a relatively small number of locations. Our systems and equipment are in regions prone to hurricanes, earthquakes, and other natural disasters, with impacts experienced recently, particularly from hurricanes.

We have established a formal process to manage business continuity, which includes a corporate policy that requires us to maintain a plan for the continuity of operations and management in the event of a local emergency or widespread disaster.

Our Business Continuity Team actively monitors any weather-related issues that could disrupt our business. Particular attention is paid in the lead-up to and throughout the hurricane season in the Caribbean and Central America. A central team coordinates with local crisis management teams to plan and prepare for adverse events. If an event occurs, a prepared plan is executed.



### ST. VINCENT & THE GRENADINES

In 2021, as a result of the eruptions from the La Soufrière volcano, many people were displaced from their homes on the island. Our teams quickly responded to the crisis, mapping out ports for supply routes and chartering a vessel from Grenada to ship a donation of 20,000 liters of water. In addition, the Cable & Wireless Charitable Foundation responded with supplies of water, food, masks, safety glasses, medical supplies, and 400 beds and linens to meet the needs of local shelters housing displaced residents.

As in disasters past, we moved quickly to respond to the needs of our employees, their families, our customers, and the broader community, providing relief to St. Vincent in support of the National Emergency Management Organization's (NEMO) requests, which also included helping people stay connected with free data, mobile top up emergency credits, suspended billing, suspended late fees, and free devices and data connectivity for NGOs (non-government organizations) arriving on the island.



Our Flow volunteers in Grenada shipping out 20,000 liters of water to those who were affected by the volcanic eruption in St. Vincent & The Grenadines.

# Competitive Behavior and Open Internet

We believe in fair and open competition and have internal and external resources dedicated to ensuring that we meet our obligations to compete fairly in all our markets. We support measured and reasonable net neutrality rules. However, we believe that regulators should forbear from adopting any specific net neutrality regulation at this time. Given that the impact of over-the-top providers on our networks is significant and free competition has adequately served the market, regulators should consider permitting the industry a measure of self-regulation on internet freedom.

We support efforts that promote transparency, such as setting out the quality of service parameters in customer terms and conditions of service. We do not support arbitrary discriminatory practices; however, service providers should have the flexibility to offer differentiated services based on objective criteria. For example, a residential broadband connection could be differentiated based on different levels of availability of maximum throughput. This will promote technological development and service innovation.

Our position has been that we will not block, throttle, or otherwise prioritize any data over our networks, provided that such data is lawful. However, we believe we should be permitted to properly monetize our investment in broadband networks and take appropriate action, where necessary, to prevent illegal content from transmitting over our networks. All service providers participating in this digital ecosystem should be subject to the same “rules of the game.” This is essential to ensure a level playing field for market players.

“We support efforts that promote transparency, such as setting out the quality of service parameters in customer terms and conditions.”

John Winter  
Chief Legal Officer  
ESG Executive Sponsor



# Environmental Footprint of our Operations

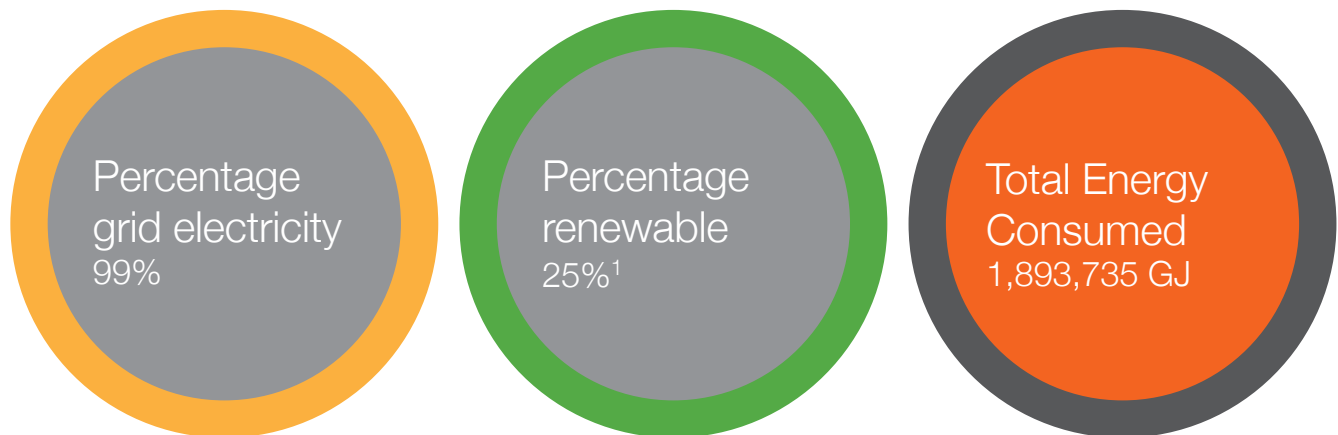
## WHAT ARE WE WORKING ON NOW?

We remain focused on our use of energy across our business operations, and in the past 12 months, we have taken stock of our energy usage. By understanding our baseline and associated emissions, we can focus our business areas on setting consistent reduction targets and making a meaningful impact in our plan to reduce reliance on energy usage in the long-term.

A move towards a more sustainable future includes projects to utilize solar power in our markets. This will require ongoing investment and for greater infrastructure to be established in the markets where we operate – but we know that we also have a role to play. We continue to work with local governments to support a shift towards more renewable energy sources.

In 2021, we continued to track our progress against the SASB framework (Page 39), which is most relevant to our industry and the regions where we operate.

## TOTAL ENERGY CONSUMED



<sup>1</sup> This is calculated as the weighted average of Liberty Latin America's electricity consumption by country, considering the renewable electricity percentage in these countries [data.worldbank.org](https://data.worldbank.org).

# Our Path to Net Zero

## Gathering our Scope 1 & 2 Data by operating entity



### Scope 1: Direct GHG emissions

Emissions from sources owned and controlled by the reporting company.

-  Fuel used for energy generation
-  Fuel used in company owned vehicles
-  Fugitive emissions e.g leakages of hydrofluorocarbon

### Scope 2: Indirect GHG emissions

Emissions due to activities of the reporting company, but occur at sources owned or controlled by another company.

-  Purchases of electricity, heat, steam, chilled water
-  Fuel consumption passed on to lessees (reporting company does not control source)

We spent a significant part of 2021 calculating direct and indirect CO<sub>2</sub> emissions resulting from activities across Liberty Latin America. Establishing this baseline is critical to our ability to benchmark our energy usage across our business and set targets to reduce our emissions.

In the past year we have made efforts to gather as much activity data as possible from our operating divisions. With the support of a sustainability consultancy, we worked to collect energy consumption data to estimate our material Scope 1 and 2 emissions for 2021.

These emissions result primarily from our usage of grid electricity and the fuels consumed by our vehicle fleet and generators.

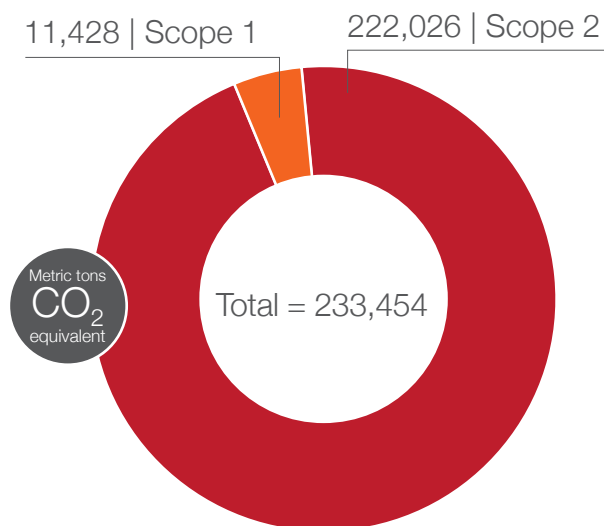
Our Scope 1 and 2 emissions have been calculated following the Greenhouse Gas (GHG) Protocol Corporate Standard established by the World Resources Institute and World Business Council for Sustainable Development.

# Our Emissions Profile

Based on the activity data collected (covering most, but potentially not all emission sources), our 2021 Scope 1 & 2 GHG emissions amounted to 233,454 Metric Tons CO<sub>2</sub>eq.

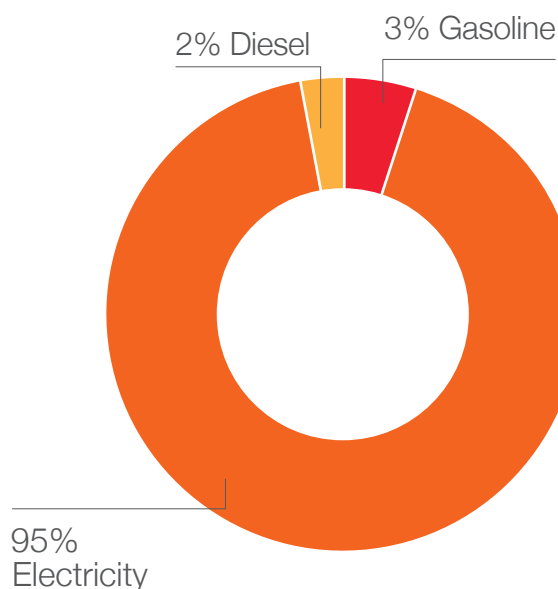
## LIBERTY LATIN AMERICA'S 2021 SCOPE 1 & 2 EMISSIONS (LOCATION-BASED)

As shown in the adjacent graph, most of these emissions result from electricity consumption, whereas fuel-related emissions contribute to a limited share of our total carbon footprint.



## SCOPE 1 & 2 EMISSIONS (LOCATION-BASED) BY MOST CONTRIBUTING ENERGY TYPES

Electricity accounts for 95% of Scope 1 & 2 emissions while Fuel emissions only account for 5%. Telecommunications is an electricity-intensive industry – according to the data reported or estimated, we consumed close to 500 GWh of electricity in 2021. Given that most of the consumption occurs in carbon-intensive grids in the Caribbean and Central America, our electricity-related emissions are substantial.



The location-based method assumes that 100% of the electricity used by the company is withdrawn from the grid and thus requires using an emission factor reflecting the carbon content of the grid in the country/region where the company is located.



# Our Progress



About 95% of our energy usage comes from the electricity we use to power our network. As a result, the two ways we can most significantly reduce our emissions are by increasing the energy efficiency of our network and facilities and by transitioning to renewable forms of energy.

Our progress starts with energy efficiency. Our strategy to increase our network's energy efficiency relies primarily on replacing our existing copper network with Fiber to the Home (FTTH), which will enable us to create a much more sustainable network in the future.

## TRANSITIONING TO RENEWABLE TECHNOLOGIES

As we continue to focus on sustainability, and as energy costs continue to rise, we will increase our efforts to reduce our reliance on energy consumption and seek to deploy new alternative energy solutions. In 2021, we continued to expand our investment in renewable energy infrastructure, with projects beginning in our Caribbean region, progressing to our business in Panama.



Our commercial Electric Vehicle (EV) fleet in Flow Barbados.



Our employees providing support and services to our customers in Panama and Jamaica.

# Next Steps

As part of our wider strategy to reduce emissions, we have begun to implement the following recommendations throughout the business.

- Invest in electricity efficiency wherever possible (network usage, better isolation to reduce cooling needs, etc.)
- Assess vehicle fleets in all operational divisions (vehicle age, fuel, efficiency, etc.) and launch targeted fleet transformation projects

## SCOPE 3

In 2022, we will expand our reporting capabilities by identifying and disclosing our Scope 3 emissions - defined as emissions due to activities from assets not owned or controlled by our organization, but which we indirectly impact in our value chain. This will be a critical step for us as industry benchmarks show that Scope 3 is the biggest contributor to emissions in the telecommunications sector.

While this is a significant undertaking for our operations, we will prioritize markets where we can make a bigger impact by building on previous efforts to address Scope 1 & 2 emissions.

An example of one of those markets is Costa Rica, where the bulk of our energy derives from renewable sources, which results in limited Scope 1 and 2 emissions. In a market like Costa Rica, we can begin to focus on Scope 3 emissions to reduce the total carbon footprint.

## GREEN FINANCING

As part of our strategy, we are looking for ways to use financing options to drive sustainable projects and priorities within our markets.



### FOCUS ON COSTA RICA

In Costa Rica, we have initiated a project to test our ability to set Science-Based Targets (SBTis) for our business, which sets us on a path to reduce emissions in line with the Paris Agreement goals. Our goals in Costa Rica are to reduce Scope 1 and Scope 2 GHG emissions by 30% by 2027 from a 2021 baseline and reduce our Scope 3 GHG emissions per Operating profit<sup>1</sup> unit by 35% by 2027 from a 2021 baseline.

These internal targets were set following the Science Based Targets Initiative methodology and are in line with a 1.5 degree ambition level. We set SBTi targets in May 2022 and will be seeking formal validation in the coming months.

1. Adjusted Operating Income Before Depreciation and Amortization ("OIBDA") plus all Personnel Costs in Costa Rican Colones (CRC).



The commercial Electric Vehicle (EV) fleet at our offices in San José, Costa Rica.

Our Flow employees distributing computers for difficult-to-reach schools in Cayman.



# Social

Supporting a more socially inclusive culture

# Our Commitment to Equality, Diversity, and Inclusion (EDI)

At Liberty Latin America, we embrace people, ideas, and communities that enhance progress and recognize that our differences make us stronger.

Our workforce is proudly comprised of different cultures, ethnicities, races, and gender identities and is spread over diverse geographies in more than 20 countries. We promote gender equality in leadership roles, and 42% of our employee base is comprised of women. We encourage empowerment, equality, and opportunity – both within the organization and across the communities where we operate – by creating an environment where everyone feels heard, represented, and supported.

“Our employees are the heart and soul of our business, helping us deliver value to our customers, shareholders, and communities. As our employees grow and develop, so will our company.”

Kerry Scott  
Chief People Officer  
ESG Executive Sponsor



# Our Focus

We focus on creating an inclusive environment across all our markets and communities, where everyone feels heard and supported, with a commitment to equal development, equal pay, and equal opportunity for all our people.

We know that diversity drives innovation, and that representation is important to our people and key to our continued business success. We know that advancing equality and change requires constant education, strong partnerships with our communities, and the promotion of policies and actions to create a business – and business leadership – that looks like our customers.

## WE ARE COMMITTED TO ACTIONS THAT ADVANCE LASTING CHANGE.

### HEARD

Our employees should feel they have the ability to, **Stand Up, Speak Up, and Show Up**, and that when they do they will be listened to and heard.

### SUPPORTED

We should, **Show Up!**, so our employees feel supported no matter who they are and bring their whole selves to work.

### REPRESENTED

Our employees should see themselves in leadership and feel our leaders are representative of our markets, our customers, and our people.

We have learned from our people, heard about their experiences, and listened to what equality, diversity, and inclusion means to them which informed our current Equality, Diversity, and Inclusion (EDI) pillars.



GENDER



LGBTQIA+



RACE &  
ETHNICITY



INCLUSIVE  
PRACTICES

## Gender Equality

In 2021, we reinforced our ongoing commitment to stand against violence in all forms by publicly launching a global Gender-Based Violence (GBV) policy. Liberty Latin America is one of the first companies across Latin America and the Caribbean to adopt a global gender-based violence policy to strengthen support for employees experiencing gender-based violence. In addition, and as part of our commitment to social change, we have made this policy available for others to learn from. To view our Gender-Based Violence policy, [click here](#).

### PUERTO RICO

The Liberty Puerto Rico Foundation strengthened its commitment to fight GBV by donating \$180,000 to non-profit organizations in Puerto Rico and the U.S. Virgin Islands that work every day to eradicate gender-based violence with educational programs and direct assistance to survivors, including Coordinadora Paz para las Mujeres; Fundación Alas a la Mujer; Hogar Ruth; Centro para Puerto Rico; Family Resource Center, St. Thomas; and Women's Coalition of St. Croix.

In addition, Liberty Puerto Rico signed a collaboration agreement with the Comité PARE (STOP Committee), a multi-sectoral group created by an Executive Order of the Governor of Puerto Rico, to fight against gender violence and support survivors. The alliance included broadcasting an educational campaign through public service announcements, with an in-kind value of \$110,000, through Liberty channels.

### PANAMA

Cable & Wireless Panama launched its +TERCLASS Project, with an objective to disseminate specialized knowledge to promote STEM careers among high school students, especially girls, transversally crossing the issues of education, equality, and women in technology.

### JAMAICA

Flow Jamaica became a platinum sponsor of "Caribbean Girls Hack," an initiative to promote the empowerment of women and girls to actively participate in the global digital economy.

## International Women's Day (IWD)

On March 8th, we gathered our nearly 12,000 employees to participate in a Virtual Summit to commemorate International Women's Day (IWD). During the Summit, topics related to gender equality, the pandemic's impact on working women, mental health, and how to overcome biases to grow professionally were discussed by an esteemed panel of recognized women leaders, including The Honorable Shamfa Cudjoe, Minister of Sport and Community Development, Trinidad & Tobago; Shellye Archambeau, former CEO of MetricStream, Advisor, and Author; Senator Dr. Varma Deyalsingh, Psychiatrist and Member of the Trinidad & Tobago Parliament; Gabrielle Britton, Head of the Center for Neuroscience of INDICASAT AIP; and Marcela Perilla, VP of Sales for Dell LATAM, and named One of the 50 Power Women in Colombia by Forbes in 2020.



Our employees participating in the International Women's Day (IWD) 2021 campaign theme of 'Choose to Challenge'.

## LGBTQIA+ pride month

In June 2021, we joined the global community in the celebration of Pride month. We conducted a range of internal activities supporting LGBTQIA+ rights awareness and organized the participation of actor Bryan Villarini in a virtual panel, "How Creating an Inclusive Work Environment Benefits Both LGBTQIA+ People and Our Company."

We also launched our Pride at Liberty Latin America employee resource group (ERG) with an aim to engage, educate, and empower LGBTQIA+ people and allies, thus creating a truly inclusive space where LGBTQIA+ people feel heard, supported, and represented.



Our employees celebrating Pride month in all our markets.

## Race & Ethnicity

During the past few years, we have seen an increased focus on cultivating a better understanding of the ways that race and ethnicity impact identities and the experiences of individuals in their day-to-day interactions, including at work.

To increase awareness and education for our employees, we've launched an ongoing campaign as part of our EDI agenda.

This is brought to life through a variety of activities, engagement, and learning opportunities that demonstrate support for all backgrounds, races, and ethnicities.

These initiatives included our first Mentorship Pilot Program that enabled a number of employees from across the region the opportunity to learn about our business and culture in new ways with our Executive Team members.



Our employees in Barbados celebrating their Race and Ethnicity.

## INCLUSIVE PRACTICES

### CEO ACTIONS

Our CEO signed the CEO Action for Diversity and Inclusion (D&I) Pledge with a focus on four commitments: Open Dialogue, Implicit Bias Training, Information Sharing, and Developing D&I Plans.

### LEADERSHIP INITIATIVES

We regularly educate our leaders and equip them with the knowledge to be champions of equality, diversity, and inclusion.

### PARTNERSHIPS

We have invested in a strategic partnership with Billie Jean King Enterprises to aide in our EDI journey. This partnership has inspired and driven us to explore beneficial partnerships with like-minded organizations to further demonstrate our commitment towards equality, diversity, and inclusion.

# Being there for our customers

## Our Response to COVID-19

We continue to adapt to rapidly changing conditions related to the pandemic. Throughout 2021, we maintained stringent health and safety protocols to help protect our employees, customers, and communities. Across all our markets, we have strongly encouraged vaccination both within our employee base and externally in our communities, including making in-kind contributions of broadcast time for vaccine campaigns and public safety messages.

We have also partnered with local governments on vaccination drives and fully complied with all local regulations and policies, which vary across our markets. In 2021, we continued to offer a COVID-19 Employee Assistance Fund where employees could apply for grants to support financial needs created by the pandemic. This was funded through donations from members of our Board of Directors, our Executive Team, and our employees. Since its inception, the fund has aided over 1,000 of our colleagues and their families.



Our front-line employees offering products and services to our customers during the pandemic.



# Corporate Social Responsibility (CSR)

Our work has purpose, and what we do makes a difference.

As a socially responsible company, we support initiatives that positively impact the communities we serve, where we live, where our families grow, and where we collaborate and connect.

Our employees lead many of our outreach programs, working alongside our local and regional charitable foundations, and we're proud to support our customers and neighbors through local volunteerism days. We look for opportunities to make our communities better places for everyone. It's part of our culture as a business and our commitment as members of the community.

In 2021, through our annual company-wide initiative, Mission Week, over 1,250 employees across 20 countries came together to contribute more than 4,000 volunteer hours in support of our communities across Latin America and the Caribbean through a wide range of volunteer activities focused on environmental preservation, the advancement of learning, and providing connectivity to the unconnected.

## Our Pledge

To enable progress and build more resilient communities. We bring this to life through a shared approach across our markets with a focus on four critical areas.

### LEARNING

Learning is a continuous process. And we are here to provide support. Whether it's primary school, university, a budding entrepreneur, or anything in between, we want to enable and encourage learning, development, and growth.



### ACCESS

Connectivity is at the heart of our business. We want to ensure that as many people as possible are able to access the digital world. This has the potential to transform lives.

### ENVIRONMENT

There is only one planet we call home and we need to protect it for future generations. We are committed to operating responsibly across our geographic footprint with a specific focus on energy usage, waste and recycling programs, and environmental regeneration.

### DISASTER RELIEF

We've experienced storms in the past, and we know how to bounce back stronger than ever. Hurricanes, earthquakes, health crises, and a range of other events impact the communities where we live and work. We will always be there to support our local markets in their time of need.

Papa Michigan, Entertainer, presents tablets to students at Bethlehem Primary School in Jamaica in partnership with the Flow Foundation.



# Our Foundations

Serving and supporting our communities

# Cable & Wireless Charitable Foundation



CHARITABLE  
FOUNDATION  
A proud part of Liberty Latin America

The mission of the Cable & Wireless Charitable Foundation (CWCF) is to enable progress and build more resilient communities across the Caribbean and Latin America. Established in 2017 to support relief and recovery projects in response to natural disasters across the region, the Foundation has since expanded its mission to enhance learning and provide greater online access to underserved communities by distributing digital devices and enabling internet connectivity. View our Cable & Wireless Charitable Foundation 2021 Report in [English](#), [Spanish](#), and [Papiamentu](#).

## LEARNING

Flow Trinidad donated six Hybrid Learning Solutions (HLS) across Trinidad as part of its 2021 "Mission Week" to be used in conjunction with CWCF's device donations. These teaching modules included hardware, software, teacher training and support, installation, technical support, and maintenance, and provide a digital platform for teachers to deliver their lessons to students both in the classroom and logged in at home via Zoom, Microsoft Teams, Google Meet, or other video conferencing platforms.

## ENVIRONMENT

CWCF has partnered with the environmental group, Walkers Institute for Regenerative Research Education (WIRRED), providing a \$100,000 grant to support WIRRED's "1 Tree Bajan" plan to plant one tree for every citizen in Barbados. In support of improving connectivity and learning within the communities we serve, CWCF support funded the project's design and launch of a mobile web app to engage a cross-sector coalition of partners for the planting. The initiative also included a series of interactive educational programs to provide community members with hands-on training in permaculture techniques they can apply in their environments and an "Art for the Trees" initiative to build awareness and stimulate environmental stewardship among Barbadians.

## ACCESS

This year, CWCF launched its Access for Success initiative across 12 markets in the Caribbean and Latin America. The program is focused on closing the gap between the connected and unconnected by providing data-enabled devices, internet connectivity in schools and community spaces, and digital learning that is accessible to students, parents, and teachers. The initial phase of the project included distribution of over 1,500 devices and internet connectivity in 10 schools.

## DISASTER RELIEF

After arranging for a charter boat, CWCF acquired and delivered water for 750 families and beds for 600 families in St. Vincent and The Grenadines in the wake of the eruption of the La Soufrière volcano. The beds were donated in partnership with the sister organization Liberty Foundation Puerto Rico.

\$560,000  
Donated

60+ Organizations  
impacted

5,050 Students  
helped

50 Trees  
planted

1,400  
Families affected by natural  
disasters aided

20,000  
Liters of water procured

# Cable & Wireless Panama Foundation



The Cable & Wireless Panama Foundation (CWPF) is a non-profit organization founded in 2003 with the purpose of enabling the social and economic progress of the most disadvantaged people in society, especially children, youth, and women, through the promotion of technological development programs and closing the digital divide. The Foundation directs its efforts especially towards projects focused on education, youth, the environment, art, culture, and the vulnerable population. Learn more about our Cable & Wireless Panama Foundation [here](#).

## LEARNING

In 2021, CWPF launched the +TERCLASS Project, with the aim of disseminating specialist knowledge to promote STEM careers among high school students, particularly girls. The initiative promotes updated information about preservation of the environment, education, equality, and women in technology. More than 700 students participated in the master class.

## ENVIRONMENT

CWPF launched the Environmental Digital Volunteers project in 2021 "Give your mobile handset a +Green End", with employees working to recover disused or damaged electronic equipment for proper recycling and keeping its components in the circular economy.

## ACCESS

Alliances with recognized partner organizations, like civic clubs and non-profit institutions, allowed CWPF to provide tablets and mobile internet service to 237 students living in poverty and areas of social risk.

## DISASTER RELIEF

The CWPF, in conjunction with the Panamanian Red Cross, delivered 2.7 tons of dry food in 2021 to families affected by the loss of agricultural production caused by Hurricanes Eta and Iota. CWPF also provided financial support to UNICEF-managed programs to benefit populations affected by emergencies and natural disasters.

\$150,000  
Donated

71 NGOs  
supported

803,200  
Students assisted

(Through the National Oratory Contest and the +Terclass Project)

3,267 Volunteer  
hours

941 Trees prepared  
for reforestation

486  
Volunteers

# Flow Foundation Jamaica

**FLOW**

FLOW  
FOUNDATION  
A proud part of Liberty Latin America

The Flow Foundation was founded in November 2004 as the philanthropic arm of Flow Jamaica. For over 16 years, the Flow Foundation has been making a difference in communities across Jamaica through initiatives focused on bridging the technological divide, empowering youth through education, and promoting the protection of the environment. More recently, the Foundation is using innovation in information and communications technologies for even more positive impact. Throughout the years, the Foundation's work remains connected to themes of sustainability and growth. Learn more about our Flow Foundation Jamaica [here](#).

## LEARNING

The Flow Foundation partnered with the Mona School of Business and Management (MSBM) at the University of the West Indies (UWI) to offer a free, certified digital and data literacy training program open to all Jamaicans. The Foundation also partnered with One-on-One Educational Services, to offer free, certified training to professionals and small business owners to help them up-skill or re-skill to increase their employability and income-earning potential.

Additionally, the Flow Foundation received the Corporate Service Award from The National Council for Senior Citizens (NCSC) in recognition of its work in creating and enabling a supportive environment for seniors. The Foundation was highlighted as an outstanding partner in support of digital inclusion and other major initiatives in support of healthy, active aging.

## ENVIRONMENT

In partnership with the Jamaica Environment Trust (JET), Flow Foundation and Flow employees collected and removed over 100 bags of debris and plastic bottles from three beaches across Kingston, St. Catherine, and St. James as part of its 2021 "Mission Week" activities.

## ACCESS

To fulfill its mission of transforming lives through connectivity, in 2021, the Flow Foundation provided new and/or upgraded connectivity, including fiber-optic internet connections, to nine facilities in communities across Jamaica.

## DISASTER RELIEF

The Flow Foundation donated more than 11,000 pounds of food and hygiene care packages to wards at the Sunbeam Boys' Home as part of its 2021 "Mission Week" activities.

J\$1,000,000+  
Donated

J\$15,000,000+  
Invested in its Pilot Program focused on  
Digital Education and Supporting MSMEs

40+ Organizations  
impacted

15,000+ Jamaicans  
impacted

254 Schools  
Upgraded to better technology  
and faster speeds

300+ Tablets

Donated to needy students in partnership  
with various NGOs and individuals

# Liberty Puerto Rico Foundation



The mission of the Liberty Puerto Rico Foundation (Liberty Foundation) is to positively impact the lives of children, youth, and adults by supporting non-profit organizations that offer direct social, educational, cultural, and environmental services and opportunities throughout Puerto Rico. The Liberty Foundation also establishes alliances with non-profit entities to sponsor and participate in activities and initiatives to raise funds, create awareness, and encourage employees to do volunteer work to further advance their causes. View our Liberty Puerto Rico Foundation 2021 Impact Report [here](#).

## LEARNING

Liberty Foundation provided ongoing financial assistance to Instituto Nueva Escuela, a non-profit organization that served 6,616 students in Montessori environments through its school transformation program supporting 46 schools across 25 municipalities.

In alliance with Grupo Guayacán, Liberty Foundation conceptualized and launched "Connecting Your Business to Success," an educational, mentoring, and seed capital program for entrepreneurs. The program, made possible through a \$500,000 investment, will be fully implemented in 2022.

In total, 62% of all the grants the Liberty Foundation gave during 2021 were invested in educational programs and services offered by nonprofit organizations.

## ENVIRONMENT

During 2021, the Liberty Foundation partnered with Scuba Dogs Society to clean up bodies of water and coastal areas across Puerto Rico via "Limpieza a fondo" (Deep Cleanup Initiative) and participated in the International Coastal Cleanup Day 2021. In addition to the sponsorship of the Scuba Dogs Society, 29 Liberty Puerto Rico employees participated as volunteers in both events, dedicating a total of 116 volunteer hours to pick up 1,166 pounds of garbage.

The Liberty Foundation's alliance with environmental protection nonprofit Para La Naturaleza was strengthened in 2021 by donating a \$150,000 grant to develop agroecology and hiking trails projects with socio-economic impact.

## ACCESS

Liberty Puerto Rico provided free installation, equipment, and internet and telephone service (mobile and fixed), with a value of \$43,000, to 19 non-profit organizations in 2021.

\$1.6 million  
Donated

79 NGOs  
supported

\$1 million

Dedicated to entrepreneurship,  
education, environmental protection,  
and women's empowerment.

1,068  
Volunteer hours  
donated

145 Employee  
volunteers

# VTR Foundation



The VTR Foundation (VTRF) is a non-profit organization whose purpose is to democratize access to information and digital knowledge, enhance education to enrich people's lives, and reduce social gaps in these areas. VTRF promotes the learning of new skills, habits, and perspectives that allow people to consciously manage online spaces, minimizing risks and taking advantage of the potential of technology and connectivity. VTRF believes in empowering and enhancing the talent of people through the development of digital intelligence in different communities and different age groups. Learn more about the VTRF Foundation [here](#).

## LEARNING

In 2021, the VTRF developed three educational programs designed to promote the development of digital intelligence, balanced use of technology, and ethically responsible creation and distribution of digital content. The programs 'Contenidos Digitales para el Aul@', 'The Adventures of Wi&Fi' and 'Web series Digital Generation' are free and downloadable at [fundacionvtr.cl](http://fundacionvtr.cl).

In 2021, the VTRF supported the ninth Digital Country Summit: "The Present is already Digital," featuring live and on-demand sessions in which national and international experts spoke about data, AI, cybersecurity, and digital education, reflecting on the present and future challenges and opportunities provided by the digital age. Also, the VTRF co-organized the 10th Congreso Futuro, one of the most significant events connecting the most brilliant minds in the world with the public, and disseminated content through its digital and television platforms.

## ENVIRONMENT

In 2021, the VTRF launched a new initiative to recycle unused VTR cables and decoders, transforming them into furniture that was donated to the underserved communities in 17 camps supported by the NGO Techo. The kit included a table and six chairs for each of the camps, located in seven regions of Chile, which will allow those living in these vulnerable areas to have a space where they can enhance communication and relationships in their communities.

## ACCESS

In 2021, the VTRF, in alliance with the NGO Techo, La Fundación Protectora de la Infancia, and two municipalities (Pirque and Olmué), launched the pilot program, "Connected for the Future," to give vulnerable children and adolescents from three regions of the country a comprehensive program of digital inclusion, including a digital literacy workshop of eight sessions, training in an experimental online platform designed by VTRF, and the delivery of notebooks and fixed and mobile connectivity for a year. Seventy-three students between 12 and 17 years of age from the districts of Maipú, Puente Alto, Olmué, Pirque and Concepción, without prior access to these resources, received these tools and were able to learn the basic principles of computing and the use of software, and were trained in Digital Intelligence by a group of Foundation volunteers.

\$750,000  
Social investment

210 Non-profit  
organizations supported

13,000,000+  
Users reached with  
VTRF content

1,163 Teachers  
supported  
by the Convide Digital program

800+ Recipients of free  
internet, TV, and  
mobile services

Employees in our Operations  
Center in Panama City.



# Governance

Building stakeholder trust



# Governance & Our Board

In December 2021, the Board and the Nominating and Corporate Governance Committee affirmed their commitment to diversity. The Board amended our corporate governance guidelines and the committee's charter to provide that the nominating and Corporate Governance Committee will consider diversity of race, ethnicity, gender, and sexual orientation when evaluating nominees for the Board.

We regularly update our Board on ESG issues and the progress of the overall program; ultimately the ESG Committee is responsible for delivering on the overall strategy and executing the ongoing projects. Each Board-level Committee is also overseeing ESG topics within their remit (i.e. The Audit Committee regularly discusses impactful ESG issues. The Audit Committee chair regularly summarizes these to the Board).

The ESG issues we are monitoring and disclosing come from materiality reviews which we undertake formally and informally with our management teams & other stakeholders within and outside of our business.

## BOARD DIVERSITY MATRIX (AS OF 12/31/2021)

Total Number of Directors	9			
	Female	Male	Non-binary <sup>1</sup>	Gender undisclosed <sup>1</sup>
<b>Part I: Gender Identity</b>				
Director	1	8		
<b>Part II: Demographic Background</b>				
Asian		1		
Hispanic or Latinx		1		
White		4		
Did Not Disclose Demographic Background	3			

1. No directors self-identified as non-binary or gender undisclosed.



Our employees from Flow Jamaica, and our Operations Center in Panama participating in activities that promote our culture.



# Compliance & Ethics

We conduct our business with honesty and integrity, in accordance with the highest ethical and legal standards, and with respect for each other and those with whom we do business. Our Code of Conduct outlines the basic rules, standards, and behaviors we believe are necessary to uphold these ideals. Employees can confidentially and anonymously report any behavior or action they see or experience which goes against our Code of Conduct through SpeakUp, our employee hotline.



## COMPLIANCE & ETHICS ACROSS OUR ORGANIZATION

- In 2021, we implemented a Group-wide online training platform to allow compliance training across all our markets
- We also launched new anti-corruption policies across our Group
- In tandem with these new anti-corruption policies, an anti-corruption training program was launched in November 2021. 1,500 senior employees across the organization completed this training
- During the continued working from home environment we hosted training sessions on Conflicts of Interest. These short training sessions focused on how undeclared conflicts create a risk across our business and outlined the process for disclosing any potential conflicts. Over 700 employees attended these sessions from each of our operating companies, with a focus on senior management

We expect everyone in our business to display responsible and ethical behavior, to consistently follow both the meaning and intent of our Code of Conduct, and to act with integrity in all their business dealings. We expect managers and supervisors to take such actions as are necessary and appropriate to ensure that our business processes and practices are in full compliance with our company's principles.

We expect our business partners to act with similar integrity in all business dealings with us and others. Our Business Partner Code of Conduct sets forth the basic rules, standards, and behaviors that we expect of our business partners.

As part of our global onboarding process, we require all new employees to complete training on our Code of Conduct. Additionally, we periodically host seminars on anti-corruption, conflicts of interest, and other important compliance topics that are necessary to maintain our integrity.

Code of Conduct [here](#).

Code of Ethics for Chief Executive and Senior Financial Officers [here](#).

Business Partner Code of Conduct [here](#).



Our employees from Cable & Wireless in Barbados and Colombia celebrating the return to office.

Employees returning to work at our  
Operations Center in Panama City.



# Our Team

As of December 31, 2021, we employed approximately 11,900 full-time employees across our regional footprint. Of our total employee population, approximately 4,200 are covered by a union relationship primarily across the Caribbean, Panama, and Puerto Rico.

Women represented 42% of our global employees and 38% of our managerial positions. In our annual survey, 52% of our employees self-identified as Latino/a and 24% as Black. 6% identified as part of the LGBTQIA+ community, and 2% disclosed having a disability.

In 2021, we saw a +34 employee net promoter score (eNPS) as measured by our annual employee survey, which we believe indicates that we have a passionate, engaged, and dedicated workforce.

# Our Culture

All companies say that people are at the heart of their business. We believe it. We are an incredibly diverse team operating across many different countries and regions — what connects us, unites us, and makes us who we are, is the passion and pride we have for creating moments that matter for our customers.

We're all guided by a shared vision, philosophy, and principles that enable us to bring our culture to life.

We do it the best and  
we do it with spirit.



## OUR VISION

To bring innovation that will create moments that matter to our customers, delivering growth in our markets with one vision, one culture, one team.

# Measuring our results

To help ensure we meet our goals, we measure our impact using key metrics created by the Sustainability Accounting Standards Board (SASB). Below we have laid out targets to increase our disclosure over the coming years.

SASB CODE	DESCRIPTION	2020	2021	2022	2023
<b>ENVIRONMENTAL FOOTPRINT OF OPERATIONS</b>					
TC-TL-130a.1	(1) Total energy consumed	X			
	(2) Percentage grid electricity	X			
	(3) Percentage renewable	X			
<b>DATA PRIVACY</b>					
TC-TL-220a.1	Description of policies and practices relating to behavioral advertising and customer privacy		X		
TC-TL-220a.2	Number of customers whose information is used for secondary purposes			X	
TC-TL-220a.3	Total amount of monetary losses as a result of legal proceedings associated with customer privacy			X	
TC-TL-220a.4	(1) Number of law enforcement requests for customer information				X
	(2) Number of customers whose information was requested				X
	(3) Percentage resulting in disclosure				X
<b>DATA SECURITY</b>					
TC-TL-230a.1	(1) Number of data breaches			X	
	(2) Percentage involving personally identifiable information (PII)			X	
	(3) Number of customers affected			X	
TC-TL-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards		X		
<b>PRODUCT END-OF-LIFE MANAGEMENT</b>					
TC-TL-440a.1	(1) Materials recovered through take back programs			X	
	(2) Percentage of recovered materials reused			X	
	(3) Percentage of recovered materials recycled			X	
	(4) Percentage of recovered materials landfilled			X	
<b>COMPETITIVE BEHAVIOR &amp; OPEN INTERNET</b>					
TC-TL-520a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations		X		
TC-TL-520a.2	(1) Average actual sustained download speed of owned and commercially associated content		X		
	(2) Average actual sustained download speed of non-associated content		X		
TC-TL-520a.3	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	X			
<b>MANAGING SYSTEMIC RISKS FROM TECHNOLOGY DISRUPTIONS</b>					
TC-TL-550a.1	(1) System average interruption frequency			X	
	(2) Customer average interruption duration			X	
TC-TL-550a.2	Discussion of systems to provide uninterrupted service during service interruptions		X		
<b>ACTIVITY METRICS</b>					
TC-TL-000.A	Number of wireless subscribers	X			
TC-TL-000.B	Number of wireline subscribers	X			
TC-TL-000.C	Number of broadband subscribers	X			
TC-TL-000.D	Network traffic	X			

We have reported these metrics because they may be useful to some of our stakeholders. Inclusion of a metric herein does not mean that metric is material, and its inclusion should not be construed as an admission as to its materiality.

# Our SASB results

SASB REFERENCE	DESCRIPTION	RESPONSE 2021
TC-TL-130a.1	(1) Total energy consumed	1,893,735 GJ
	(2) Percentage grid electricity	99% - Almost all of electricity from Liberty Latin America comes from the grid
	(3) Percentage renewable	25% - This is calculated as the weighted average of Liberty Latin America's electricity consumption by country, considering the renewable electricity percentage in these countries <a href="https://data.worldbank.org">data.worldbank.org</a>
TC-TL-220a.1	Description of policies and practices relating to behavioral advertising and customer privacy	p.9
TC-TL-220a.3	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	p.10
TC-TL-220a.3	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	Liberty Latin America discloses all significant legal proceedings in its SEC reporting. In 2021, we did not disclose any monetary losses as a result of legal proceedings associated with anti-competitive behavior.
TC-TL-520a.2	(1) Average actual sustained download speed of owned and commercially associated content	Liberty Latin America provides service to both businesses and consumers in densely populated areas and remote, rural regions across the Caribbean & Latin America. We do not measure download speeds based on those identified in the standard (owned and commercially associated content or as non-associated content).
	(2) Average actual sustained download speed of non-associated content	
TC-TL-520a.3	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	p.12
TC-TL-550a.2	Discussion of systems to provide uninterrupted service during service interruptions	Liberty Latin America's network provides critical communication to homes and businesses across the Caribbean & Latin America. We take this responsibility seriously and to deliver for our customers we must continue to invest in our network to maintain its strength and improve its reliability and resilience. Our network benefits from 24/7 monitoring, disaster response planning, and back up power sources in the event of an emergency. (p.11)
TC-TL-000.A	Number of wireless subscribers	Total Mobile Subscribers – 7,540,300
TC-TL-000.B	Number of wireline subscribers	("Telephony RGU") – 1,611,600
TC-TL-000.C	Number of broadband subscribers	Broadband ("Internet RGU") – 2,850,200
TC-TL-000.D	Network traffic	11,032 PB

# ESG Committee & Task Force Members

## EXECUTIVE SPONSORS

John Winter      Kerry Scott  
Chief Legal Officer      Chief People Officer

## CHAIR

Bill Briery  
VP, Head of Compliance & Ethics

We have an ESG Taskforce which delivers initiatives across our regions. The members of the taskforce meet regularly to discuss collective priorities and implement these at local level through specific projects and initiatives.

A big thank you  
for the continued  
dedication of this  
team.

## MEMBERS

Michael Coakley  
VP, Head of Communications

Kunal Patel  
VP, Head of Investor Relations

Claudia Restrepo  
Sr Director, External Communications

Lesley Kenny  
Director of Compliance & Ethics

Laura Pinalto  
Corporate Finance & Investor Relations

Abelardo De la Vega  
Senior Associate Counsel, Panama Operations

Melesia Sutherland  
Regulatory, C&W Communications

Christopher Bittig  
Sustainability Project Manager, VTR

Yadira Guevara  
Executive Director, Liberty Puerto Rico Foundation

Cynthia Soto Cifuentes  
Executive Director, VTR Foundation





We do it the best and  
we do it with spirit

Disclosures

For more information on our ESG program,  
please see our website at [www.lla.com](http://www.lla.com).

Your views are important to us. Please send  
comments and suggestions to [esg@lla.com](mailto:esg@lla.com).