



ABOUT OUR FOURTH SUSTAINABILITY REPORT

This Report on Sustainability is the fourth report that gA has produced to provide information regarding progress in our economic, social and environmental performance during 2015.

Using the guidelines proposed by the **Global Reporting Initiative's (GRI) G4 Guide**, we have achieved the status of "in compliance". Although this Report has not been verified by an external source, many of the processes presented here were certified by independent third parties in accordance with internationally recognized standards.

In 2015 we moved a step beyond our commitment to sustainability by adhering to the **United Nations Global Compact**. In this way, we formalized our commitment to the Principles of this initiative related to respect for human rights, implementation of better labor standards, environmental impact and the fight against corruption. Based on the document "Making the Connection", from the United Nations and the Global Reporting Initiative (GRI), we present our Communication on Progress (COP), demonstrating compliance through the actions reported and putting a spotlight on the material standards in our company.



ROBERTO WAGMAISTER
Founder, CEO & Chairman de gA

gA was born with a clear vision: to become a global leader in the transformation of business through technology built on a solid foundation: our values. These values have allowed gA to grow, while maintaining the spirit on which it was founded when we were just 17 entrepreneurs, to what today is a multicultural base of more than 1300 collaborators providing services worldwide.

Our vision is to continue to bet on a company where entrepreneurial passion shines. To transform the business models of our clients. To receive the benefits of incorporating digital technologies throughout the value chain and integrating it with knowledge of habits and trends of consumption of the end user. The backbone that supports this great change is our People. Our Mission is to enable them to be part of the process that is changing the paradigms of value production and to convert them into the new workers of 2020: trained to innovate and execute these transformations.

We are a company with a sustainable growth based on values. This allows us to commit to

our role in society and to the impact we generate on people and organizations. Sustainability is a management model that defines our way of being and doing things.

During 2015 we developed a strategic plan with a timeline to 2020 that establishes the commitments to guide the management of our company over the long term toward sustainability. This plan has nine gA commitments, resulting from a mix of the three differentiating pillars that are the essence of gA: Technology, Education and Knowledge; with a threefold impact: Economic, Environmental and Social; to achieve a transformation that generates sustainable development and positive impact.

Once again we affirm our commitment to sustainability by adhering to the United Nations Global Compact. With this report we also announce our first Communication of Progress (COP), demonstrating our commitment to its 10 principles on labor standards, human rights, environment and anti-corruption.

Within a context of deepening volatility in international markets, political factors, increases in inflation rates and currency depreciations in Latin American countries, at gA we are deepening our commitment to sustainable business growth with a long-term view of our main differentiators: our people and the quality and innovation of our services. We created the gA Center for Digital Transformation with the commitment to generate greater knowledge and drive the process of digitalization in companies in Latin America, launching the first study on this topic; we implemented a new internal method to generate innovation for the development of new products and services, valuing the capacity of all collaborators; and we improved our delivery structure to make our services more efficient.

“We are a company with a sustainable growth based on valued. Sustainability is a management model that defines our way of being and doing things.”

At the same time, we continue to expand our sustainable growth and organizational transformation program, gA 25, in order to consolidate our collaborators as change agents, instilling in them a culture of leadership that represents our spirit and strengthens our passion and professional excellence beyond the position one has in the organization.

With sustainable growth as a founding value and as our guide in our day-to-day management, we reaffirm our commitment to work with all our stakeholders – our collaborators, investors, clients, business partners, suppliers, and our local communities – to continue transforming the present into a better future.

Through this 4th Report, we invite you to engage in conversation, to join the proposed initiatives, or to suggest opportunities for improvement. This year we again commit to a digital format that allows each of you to delve further into the topics that are of most interest in an agile and easy manner. We invite you to browse our report and to let us know your suggestions and ideas to continue improving day by day.





PAUL A. DOUGALL
VP Corporate Development gA

This 4th Sustainability Report reflects the main developments carried out throughout the year in gA's sustainable management.

We continue to define new ways to optimize communication, allowing for a closer dialogue and adapting to the interest of our key publics. Following last year's positive experience, this new Sustainability Report is presented in a digital and more dynamic format in order to bring us closer to our stakeholders.

Taking its process of elaboration as a management tool, this year we delved deeper into working with indicators to monitor our own performance along with that of other key areas in the company.

Through our focus on Digital Business Transformation (dBT) we continue enhancing the user experience, sustaining close and professional relationships with our clients: 39% of our sales come from clients who have had a business relationship with us for more than 10 years, and 49% from 2 to 10 years.

We developed new strategic alliances with DSI, Continente Siete and Boosteller to enhance our Global Alliance Network. This contributes to the diversification of our value chain and strengthens the transformation proposals that we carry out with our clients.

We created the gA Center for Digital Transformation, with the commitment to generate greater knowledge and drive the digitalization process in companies in Latin America. We carried out the first study on the state of digitalization in companies in the region in order to understand the nature of the challenges in the digital transformation of the economy and to develop recommendations for how Latin America can face those challenges over the next few years.

We continue to strengthen the value proposition for our collaborators to reinforce their growth, motivation and development. In 2015, we designed processes to promote the professional development plan and personal growth of our collaborators through a new model

for talent management, we consolidated the network of change agents in gA 25 Leaders Everywhere, and we invested in more than 129,000 hours of training.

We support education as the motor of transformation in our neighboring communities by accompanying more than 1,370 young people in designing their life project by giving them tools that allow them to excel in both the labor and academic world, through our Fostering a Future program. With the active participation of around 100 volunteers and more than 500 in all of our corporate volunteer programs, we promote the development of communities and look after our surroundings.

“We created the gA Center for Digital Transformation with the commitment to generate greater knowledge and drive the process of digitalization in companies in Latin America.”

We aim to generate a cultural change in gA to “think green” through awareness campaigns and events with a global reach, recycling and volunteering actions, and innovations in technology to diminish the impact of our operations on the environment. In addition,

this year we inaugurated corporate offices in a new eco-friendly building in Mexico.

All of these actions that we present are sustained by the invaluable contributions of our collaborators, with whom we cross pathways of learning experiences to search for new and better strategies that allow us to be closer to our stakeholders. We would like to especially thank the effort, commitment and motivation of those that contributed to this Sustainability Report, which we very proudly present today.

We invite you to find out more about all of our actions by browsing this report, and we welcome your input and suggestions to continue improving our management toward sustainability.



We are a leading global firm in Digital Business Transformation (dBt).
 We are committed, proactive and team oriented, bringing professional excellence and integrity to our clients.

Our Vision is to generate sustainable development and create a positive impact by transforming businesses, people, organizations and communities.



DELIVERY CENTER
 Argentina, Brazil and Mexico

COMMERCIAL OFFICES
 Argentina, Brazil, Chile, Colombia, Mexico, United States




STAFF LOCATIONS
 Belgium, Canada, Colombia, United Kingdom, United States

OUR HISTORY

- 1992 Buenos Aires, Argentina
- 1999 Sao Paulo, Brazil
- 2000 Monterrey, Mexico
- 2002 Mexico City, Mexico
- 2004 Curitiba, Brazil
- 2009 Santiago, Chile
- 2011 Tandil, Argentina
- 2012 Barrafundu, Brazil
- 2013 Bogota, Colombia
- 2015 Miami, USA




OUR VALUES

- ☒ Sustainable Growth
- ☒ Professional Excellence
- ☒ Commitment
- ☒ Social Responsibility
- ☒ Integrity
- ☒ Teamwork

-  **1,373 Collaborators**
-  **129,151 Hours**
of training for collaborators
-  **91.5 Hours**
average training per collaborator
-  **100% of Collaborators**
reached through the New Talent Management Model
-  **419 New hires**
-  **175 Change Agents**

gA POWER CONTEST

We organized the “gA PowerContest”, and invited collaborators to participate in this internal competition aimed at developing competencies that enable them to become leaders of business transformation based on innovation.

-  **261+ Participants**
-  **17 Registered teams**
-  **8 Finalist teams**

gA 25 LEADERS EVERYWHERE

gA 25 Leaders Everywhere is our program for sustainable growth and organizational transformation that lays the foundation for the company we want to become. It seeks to consolidate a culture of leadership that reflects our spirit, energizes our passion and potentiates professional excellence beyond one’s official position in the company.

TRAINING

We train future leaders by establishing a leadership model tailored to our culture.

941 Participants

3,764 Hours of training
through “Be A Protagonist in gA” program

8 groups
trained as Change Agents

E.L.I.G.E gA (acronym in Spanish)
gA Leadership and Management School

CHANGE MANAGEMENT

The process of cultural evolution is driven by Change Agents. In 2015 we consolidated a network of Change Agents in the region to facilitate change and promote actions to improve the company’s processes.

175 Change Agents

CULTURE AND CLIMATE

We promote a good working environment and the integration of our collaborators.

75% of collaborators
participated in the Climate Survey

+20 Activities
Vive gA, Management Café and Events

Internal communications
through Gain, gA Portal and Drive

Network of Change Agents consolidated

MILESTONES IN 2015

EXPANSION IN THE UNITED STATES

With the global vision that is our hallmark, in 2015 we opened an office in the U.S., in the state of Florida, in order to better serve U.S. companies poised for a business transformation centered on processes, people and technology in order to create value.

INNOVATION MANAGEMENT

We introduced a new internal model for generating innovation, which included organizing our first Power Contest to provide opportunities for teams of collaborators to propose new solutions. In addition, the management team was expanded, incorporating high-potential young executives into key roles for the generation of new products and services.

SOLUTION CENTER, OUR NEW MODEL OF DELIVERY

We are working to transform our model of delivery by creating the gA Solution Center. This change will help the company grow in a sustainable manner and at the same time, will promote accountability and revitalize our business model ONE FIRM by consolidating all consulting teams into a single organization.

LAUNCH OF THE gA CENTER FOR DIGITAL TRANSFORMATION

In association with Dr. Raúl Katz, a professor at Columbia University, we launched this center to study the impact of digitalization on the productive sector in Latin America and how executives of the largest companies in the region are addressing the challenges of the digital economy. We have created a new space in our internal network Gain to share the new knowledge produced. The gA Center for Digital Transformation’s investigation, “Latin America 4.0: Digital transformation in the value chain”, is the first study focused on the digitalization of business in Latin America, analyzing strategy and progress in 75 companies in the region.

SUSTAINABILITY STRATEGY

During 2015, gA produced a strategic plan to 2020 that sets the company’s long-term commitments in order to guide its management toward sustainability. This plan has nine gA commitments, resulting from a mix of the three differentiating pillars that are the essence of gA: Technology, Education and Knowledge.

These pillars have a threefold impact: Economic, Environmental and Social, to achieve a transformation that generates sustainable development and positive impact.

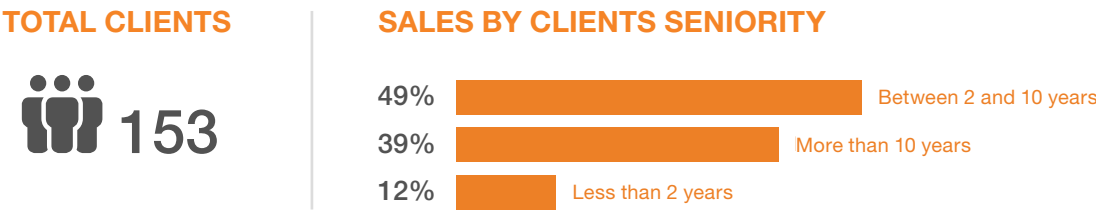


Our commitment is to generate a positive impact by building solid, long-lasting and close relationships with our clients and business partners based on trust and professional excellence.



OUR CLIENTS

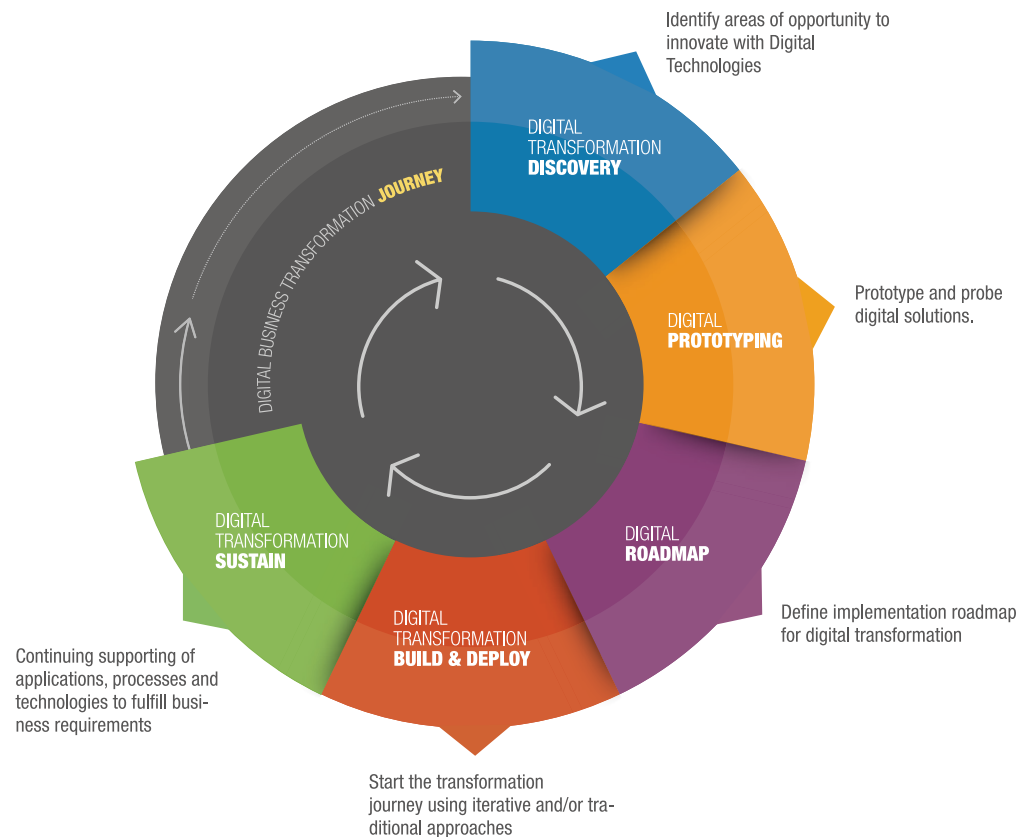
An essential part of our success is based on maintaining close and lasting relationships with our principal clients over the years. We provide innovative solutions that add value to our clients, aiming to have a positive impact on their performance.



OUR VALUE PROPOSITION

Through our Digital Business Transformation (dBT) approach we add concrete and measurable value to our clients through a transformation that enhances the user's overall experience, integrating technologies and new models for using these technologies with the company: their core systems, their human capital and their business processes.

Mobility, social networks, and cloud infrastructure are changing the way companies must define their business model. Through our Digital Business Transformation (dBT) approach, we help companies prepare to adopt what we call "proactive disruption".



OUR NETWORK OF PARTNERS

gA GLOBAL ALLIANCE NETWORK

GLOBAL SERVICE PARTNERS	DIGITAL TECHNOLOGY PARTNERS	GLOBAL TECHNOLOGY PARTNERS
<ul style="list-style-type: none"> • Infosys • Abeam Consulting • Bearing Point • WestMonroe 	<ul style="list-style-type: none"> • SAP HANA • Success Factors • Demantra • Dunnhumby • Hybris 	<ul style="list-style-type: none"> • Jive • MetricStream • DSI • Boosteller • Continente Siete • SAP • Oracle • JDEdwards • Salesforce • Software AG

RESPONSIBLE MANAGEMENT OF SUPPLIERS

We carefully select our suppliers in order to ensure the greatest quality in their services.

The majority of our suppliers are linked to the maintenance of our Delivery Centers, either through infrastructure or as service providers to our collaborators. The main services contracted include: telephone and Internet services, marketing and communications specialists, office supplies, cleaning and building maintenance, security and maintenance of licenses.

TOTAL SUPPLIERS

 **654**



COMMITMENT TO THE COMMUNITY

We aim to add value and generate a positive impact on the communities where we operate by enhancing skills, developing capabilities and opening up access to knowledge and tools for professionalization. We invest in education as the motor of change and we are committed to reduce the gap between work and education in order to promote the development of talent in our communities.

 **236,763 USD**
in social investment

 **2,076 Beneficiaries**
in social investment programs

 **504 Volunteers involved**

 **1,474 Hours**
of volunteer service

 **24 Strategic alliances**


FOSTERING A FUTURE

Fostering a Future aims to help young people who are in their last years of public secondary school draw up a life plan and provides tools that allow them to shine in both the labor and academic worlds.

This program consists in a non-formal education space that is built around the interaction between the young people, the company's volunteers and an expert facilitator.

Through games, exercises and case study simulations, the young people gain knowledge, tools, aptitudes and confidence that they can use in the labor market and/or to continue their studies.

 **7 editions**
of the program in 2015

 **1,373 Beneficiaries**
since the program began

 **2,487 Volunteer Hours**
since the program began

 **100% of Volunteers**
recommend participating in the program

 **331 Beneficiaries**
of the program in 2015

 **470 Volunteers Hours**
in 2015

 **504 Volunteers**
in 2015

 **100% of Youths**
recommend the program

“

The reception in gA was very motivating, it exceeded my expectations. I truly hope this project will continue helping and encouraging young people like me. gA gave me a goal and objectives. Thank you for this day! I hope to return, not as a visitor but as an employee!”

Participant in Fostering a Future Brazil



SOCIAL INCUBATOR

In conjunction with the organization “**Puerta 18**”, we developed a social incubator for artistic-technological entrepreneurship to promote the employability of young graduates from its professional specialization program. In this pilot program, the first entrepreneurship received development and implementation support through a series of talks with professionals from gA and business associates, who shared tools and knowledge that were important for the project.

The objective of this pilot program was to lead and promote a new model of employability and talent development. This allows us to make a contribution to problems of youth unemployment and the shortage of trained professionals who can make a structural impact in the communities where we work.

 **8 Volunteers involved**

 **6 months incubation period**

 **90 Hours of Volunteer Service**
provided

 **4 Youths benefited**
during this first stage




EDUCATION 3.0

The program’s objective is to train secondary school teachers in the latest technology in order to contribute to updating education programs to meet the demand in the current labor market.


 **285 Youths**
directly benefited


 **120 Hours**
of volunteer service


 **8,950 Youths**
indirectly benefited

 **Alliances**
with the School-Business Partnership Program of the AEA and the Department of Technical Schools of the Province of Buenos Aires

 **13 Volunteers involved**

 **93% satisfaction**
from the teachers

 **100% of teachers**
say it is very important for companies to share their knowledge with the education system

 **100% placed great value**
on the knowledge gained for their work as teachers

“

In these spaces knowledge is built. As teachers, we prepare ourselves to work in an educational environment, and it is a challenge to get up-to-date with new knowledge we can use to prepare the kids for the real world.”

Teacher at the La Matanza No. 14 school

CORPORATE VOLUNTEERISM

Our volunteers contribute to personalize and humanize the work we do to develop our communities and protect our environment.

In 2015 the program was strengthened and given a strong regional stamp, achieving global campaigns with local implementation in every location where we have offices.


401

Total Volunteers

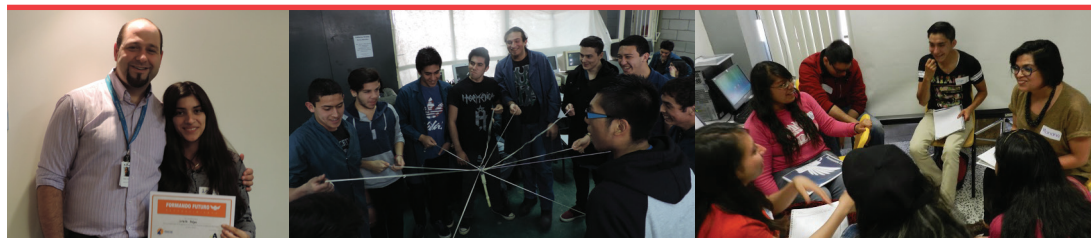

794

Hours devoted to
volunteer service


1,456

Beneficiaries of
the activities

FOSTERING A FUTURE



OPENING WINDOWS PROGRAM WITH ARGENCON



GLOBAL CAMPAIGN – WORLD ENVIRONMENT DAY



GLOBAL CAMPAIGN – CHRISTMAS SOLIDARITY



LOCAL ACTIONS TO INCREASE SMILES

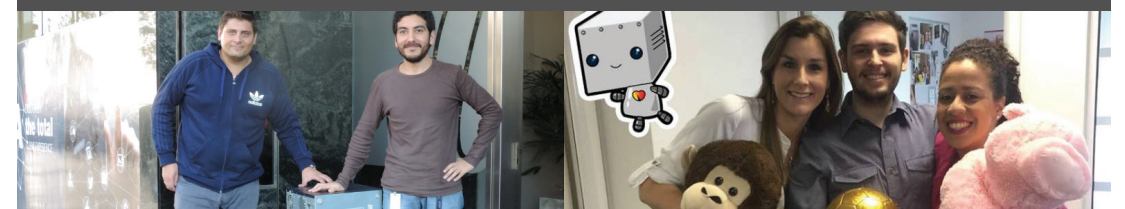
FRIENDS TELL STORIES WITH THE LEER FOUNDATION

RUNNING TEAM FOR EX CASA CUNA



PCS DONATION TO THE EQUIDAD FOUNDATION

SOLIDARITY ACTIVITIES IN BRAZIL





COMMITMENT TO OUR ENVIRONMENT

We create awareness about the importance of protecting the environment and promote sustainable practices and habits that inspire our collaborators to be change agents to minimize gA's impact on the planet.



New building

Eco-friendly corporate offices in Mexico



57 "Assagrenero" Volunteers



World Environment Day

global campaign



54% of Printouts are two-sided

in Argentina



35.8% reduction

in the purchase of plastic cups since 2012



"Earth Hour"

we joined the campaign to promote the efficient use of energy



1,132 Kilos recycled

through a regional campaign on electronic waste



57 Virtual servers

recycled to optimize their use, improving service quality



Process improvements

for separating and recycling waste in all offices

gA GREEN

We promote cultural change in our collaborators to create awareness about different environmental issues and to change our habits and daily actions.

AWARENESS CAMPAIGNS

EARTH HOUR



WORLD ENVIRONMENT DAY



AWARENESS CAMPAIGN AT OUR OFFICES





RECYCLING ACTIONS

ARGENTINA

 **Electronic waste recycling campaign**

 **Battery recycling campaign**

 **Collection of plastic bottles**

 **Recycling program at Garrahan Hospital in Buenos Aires**

 **Paper and plastic recycling programs with ONGs CIANE and the Children's Hospital Foundation of Tandil**

BRAZIL

 **Donation of 32 kilos of electronic waste to Ecoponto**

 **Recycling of 320 batteries with the company Posto 1**

 **Donation of 0.5 kilos of paper to Multilixo**

“ASSAGREENERO” VOLUNTEERS

 **114 Hours of Volunteer Service**

 **68 “ASSAGreenero” Volunteers**



GREEN IT

We believe that we can contribute to reducing the impact of our operations on the environment through technology. For this reason the “**Green IT**” Program was started, through which we developed a number of initiatives to leverage technology to achieve the efficient use of paper and energy and reduce the carbon emissions generated by our activities.

TECHNOLOGY TO REDUCE AND RECYCLE

We implemented a printing control system together with an awareness campaign with the slogan “Your role is double”.

- **Brazil and Mexico** adopted measures to control printouts
- **12% of printouts were double-sided** in Brazil
- **54% of printouts were double-sided** in Argentina
- **4,240 fewer printouts** than in 2014

TECHNOLOGY FOR COLLABORATION

We are working to develop and harness more collaborative technology and online communication to avoid unnecessary travel and increase productivity.

- Internal social network **Gain**
- **Blue Jeans** System
- **VoIP** phone system

TECHNOLOGY FOR OPERATING EFFICIENCY

We are working on the virtualization of our servers for energy efficiency and to maximize the use of technology and innovation. Thanks to the installment of 254 virtual servers, we have reduced environmental impact, improved workplace quality for the collaborator and service quality for the client.

- **Skype for business**, concept tests to asses its implementation
- **38 Virtual Servers** created for new in-house services, upgrades
- **Laboratory** (JDE, Oracle and AD&I)
- **gAcloud Service** implemented in Argentina, Brazil and Mexico
- **57 Recycled Virtual Servers** that are used for new services
- **22 new Sharepoint sites**



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This summarized version presents
highlights from our full digital report,
which can be browsed online at
gasustainable.com