



5th SUSTAINABILITY REPORT

2016



ABOUT OUR FIFTH SUSTAINABILITY REPORT



This Report on Sustainability is the fifth edition in which we share the results of our economic, social and environmental performance during 2016, as part of our 25th anniversary.

To produce this report, we have used the guidelines proposed by the Global Reporting Initiative's (GRI) G4 Guide, achieving the status of 'in compliance.' This report also represents the Communication on Progress (COP) presented to the United Nations Global Compact, initiative, of which we are members.

In 2016, we performed a materiality analysis pursuant to the 17 United Nations Sustainable Development Goals defining our main contribution to the following goals: Goal 4. Promoting an inclusive and equitable quality education as well

as learning opportunities for all young people in Latin America through our social investment programs; Goal 8. Through our offices in different regions, we operate with the vision and purpose to generate continuous, inclusive and sustainable economic growth, full and productive employment, and decent work for everyone; Goal 12. Focusing our efforts on raising the awareness of our consultants and developers about the importance of sustainable business models; and Goal 13. Adopting measures to deal with climate change and its effects. Finally, we chose Goal 17 because we are a global company with an ecosystem based on sound and long-term relationships throughout our value chain; making visible the importance of generating global alliances and joint efforts in pursuit of sustainable development.]



Roberto Wagmaister
Founder & CEO

25 YEARS CREATING LONG-TERM RELATIONSHIPS

Twenty-five years ago, we undertook the most challenging and motivating path: To create a company in Latin America dedicated to uniting the improvement of business processes and the global expansion of large corporations, using technology as an essential enabler. This journey has witnessed enormous challenges. However, the strategic and long-term vision allowed us to become the first Multi-Latin consulting firm to set the pace for value-added services in the region.

Sustained growth, based on an innovative and a high added value approach, has now made us leaders in Digital Business Transformation (dBt). We bring concrete and measurable value to our clients through a transformation that enhances the overall experience for users. We seek to converge digital technologies, new business models and the way in which companies do business, by integrating processes and human capital.

However, the greatest merit and the essence of gA's success has been the building of long-term relationships with our business partners and clients,

based on values that have remained intact for a quarter of a century. We are fulfilling the dream that began with 17 entrepreneurs in a bar in the Retiro area of the city of Buenos Aires, Argentina. Today, that dream has turned into 1,400 people working in 11 offices throughout Latin the Americas, and providing services to 41 countries around the world.

gA values-driven DNA urges us to continue to grow and innovate while focusing on sustainable growth and the company we want to be in the coming years. In 2015, we opened the Miami office, consolidating its growth this year with five new world-class clients in the Life Science industry. Furthermore, since its creation in 2013, the gA Center for Digital Business Transformation (cdBT) has been publishing our research. Our latest study, 'Digital Ecosystems: Innovation and Disruption in Latin America', analyzes, in depth, the meaning of digital transformation from the perspective of business strategy, and defines a widely-used, but not largely conceptualized notion: disruption. We capture gA's strategic differentiating approach, understanding that digital transformation stems from the integration of the consumer side with the industrial side; involving the entire value chain from consumer to distribution, manufacturing and procurement.

We are a company that makes things happen. Therefore, in addition to creating and sharing knowledge through this publication, we developed a new company, PARABOLT, to implement our dBT approach to the creation of digital products. PARABOLT is a disruptive digital transformation incubator that considers companies all-digital, leaving traditional

consulting behind. Through its product portfolio and the creation of ecosystems, the new company stimulates and nourishes gA's value proposition, and generates a new business model that develops and markets recurring and scalable intellectual property; thereby creating shared value and reinforcing the importance of collaborative economics for sustainable development.

This anniversary is merely another milestone on the long road that we plan to take in the digital age. In terms of sustainable management, we have a strategic plan with a 2020 time frame that defines our long-term goals and directs our actions based on our vision to 'generate sustainable development by transforming businesses, organizations and communities.' This allows us to create a culture guiding the behavior of all our collaborators at gA towards sustainable development, and being true agents of transformation for the Company and our clients.

We proudly present this 5th Sustainability Report, reflecting our commitment to the highest standards in sustainability: the United Nations Global Compact and the Global Reporting Initiative. At gA we are disruptive, and think digital. We invite you to cross your analog barriers and join us with ideas and proposals, as only through shared value will we see concrete sustainability-oriented results in the new age.





Paul A. Dougall

VP Corporate Development

OUR SUSTAINABILITY- ORIENTED MANAGEMENT

Five years ago, we took an important step in the accountability of the Company's performance in its triple impact, publishing its first Report on Sustainability. Today, I am proud to present gA's 5th Sustainability Report, showing our significant journey in managing and communicating our performance in the field of sustainability for 2016.

We continue on the path of innovation in our reporting; optimizing the digital format to get closer to our stakeholders and readers. This reporting process allows us to further systematize management indicators and identify opportunities for improvement together, with all key areas of the Company geared to comply with the strategic plan by 2020.

Our Digital Business Transformation (dbT) approach helps our clients prepare to adopt what we call 'proactive disruption.' Through our value proposition for business transformation, we continue enhancing the overall user experience.

While the Company was affected by the unfavorable macroeconomic conditions in the region over the last

2 years, the United States and Mexico offices strengthened their operations. It was also a year in which we continued to gain a positive impact on innovation.

The gA Center for Digital Business Transformation (cdBT) maintained its commitment to generate and share knowledge and drive the digitalization process in companies, throughout Latin America. A second book was published, 'Digital ecosystems: innovation and disruption in Latin America.'

We seek to strengthen ourselves as an organization with a challenging and appealing value proposition to our employees. We provide diverse knowledge, such as industry-focused technological and methodological solutions, as well as training in soft skills. We have incorporated the sustainability variable into our talent management model, which guarantees the development of people at gA. In this way, we fully assess our staff for their participation in social investment and environmental programs.

We have made progress in a revised version of our Values and Code of Ethics, including the definition of our values, of the desired behaviors inside and outside the Company, the commitment to our business partners and the community, and respect for human rights. As a novelty, we will promptly establish mechanisms to ensure compliance with the Code, through an anonymous ethics line allowing for transparency and the active listening of our collaborators.

We continued our commitment to quality education. We provide knowledge, tools and skills to young people to enter the labor market

and join the academic world. During 2016, we accompanied 512 youths through our Fostering a Future ("Formando Futuro") program, and 474 youths with Education 3.0. In addition, together with Puerta 18, SAP and the Ministry of Labor, we promoted the employability program Work to Grow ("Trabajo para crecer") aimed at socially vulnerable young people with high potential and specific job training.

Through 23 alliances with not-for-profit organizations, we conducted awareness campaigns and events with global reach, as well as implementing recycling and volunteering actions to promote cultural change towards responsible consumption.

We would like to especially thank our teams at gA, who, through their contribution and enthusiasm, drive us to seek and develop strategies to manage our business in a responsible manner, and to be closer to our stakeholders. A special thanks to all those who contributed to this Sustainability Report, which we eagerly present today as part of our 25th anniversary.





ABOUT
gA

We are a leading global Digital Business Transformation (dBT) company with offices and operations in Latin America and the United States. We create value by transforming business models, processes and the empowerment of individuals and organizations. With 25 years of experience, we are a strategic partner for companies wishing to achieve their business goals in the Digital Age.

Our Vision

Generate sustainable development and create a positive impact by transforming businesses, people, organizations and communities.

Our sustained growth is based on sound values, leadership, commitment and the entrepreneurial spirit of our people with the expertise, innovation and professional excellence in our delivery model.

OUR VALUES



- **Sustainable Growth**
- **Professional Excellence**
- **Integrity & Commitment**
- **Responsible**
- **Innovative**
- **Team Spirited**



DELIVERY CENTERS | COMMERCIAL OFFICE | STAFF LOCATION | HEADQUARTER |

📍 DC & CO



1.349
Employees



100% of employees
reached through
the new talent
Management Model



384
Coaches



90,8 Hours of training for
Employees



Presence in 41 markets
through 11 offices



36% of Collaborators
are women.



DARS (Digital Asset Reuse
System) New tool to
consolidate, publish and find
the reusable assets of gA.



22% internal promotion

25 YEARS INNOVATING AND MAKING HISTORY

1

We are fulfilling our **dream to become** one of the **first technology companies to set the pace for value** throughout the region.

2

We were originally 17 entrepreneurs; today we are more than **1,350 people working around the world**.

3

We serve **41 markets** with presence through **11 offices**.

4

We were able to evolve into a **global Digital Business Transformation (dbt) company**, and create value by transforming business models, processes, people and organizations.

5

We published the gA Center for Digital Transformation's book, '**Digital Ecosystems**'.

6

We created a sound **Global Alliance Network** that guarantees access to leading edge technology and specialized intellectual capital to meet the complex challenges of digital transformation with a holistic view of business.

7

We are proud of our global alliance with **Bearing Point, ABeam Consulting** and **West Monroe**.

8

We appreciate the **long-lasting relationships with companies** such as Johnson & Johnson and Arcor, who for more than 15 years have continuously chosen us to help them improve their competitiveness.

9

Our account strategy is based on generating long-term relationships with a solid transformation proposal and execution excellence.

10

45% of our revenues come from clients +10 years old.

11

We created the **incubator Parabolt** to identify and develop ideas that are generated within the gA ecosystem, and which sometimes do not find a framework and business model that make them economically appealing.

12

We opened the **Miami office** to consolidate our growing business with clients in the US, Canada and Europe.

13

We strengthened **23 alliances** in the non profit sector **to protect the environment** in the regions where we operate.

14

We celebrate the relationship with our **strategic partners**, notably **Oracle, Salesforce** and **SAP**, who have seen us grow since our very beginning; generating with them innovation and products for our clients.

15

We have **world-class corporate governance**, with representation of minority shareholders and prestigious independent directors.

16

We define our sustainability priorities through the design and launch of the **2020 Strategic Sustainability Plan**, reflecting three distinctive pillars of gA's essence: **technology, education and knowledge**.

17

We have a **Sustainability Committee**, involving directors, the Company's VP and CEO, and the sustainability department, together with a regional team.

18

We established the **gA 25 initiative**, a sustainable growth and **organizational transformation program, which lays the foundations of the company we want to be**. More than 160 change agents seek, promote, and reproduce the cultural shift towards inspirational leadership.

19

We devised the **Fostering a Future program** to provide knowledge, tools and skills that enable young people to enter the labor market and the academic world. Through our volunteers, along with games, exercises and simulations of actual cases, **1,885 public school youths benefited** from the 27 editions of the program.

20

We signed the **United Nations Global Compact** nearly three years ago, solidifying our efforts in pursuit of **Sustainable Development Goals**.

21

We celebrate **equal opportunities at gA: we have a 31% presence of women in management positions** at a time when 5% is the world average within major corporations (ILO 2015).

22

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

23

We consolidated a **talent management model** to measure the performance of people, the evolution of their development, and alignment to key gA indicators, for all our collaborators.

24

We are committed to private social investment strategies through our main asset: knowledge. **With Education 3.0, we train technical secondary school teachers with cutting edge technological content**, contributing to the updating of educational programs. This program has benefited 759 youths directly, and over 22,000 indirectly.

25

We participate in the **"Opening Windows"** program to bring young people to the IT sector, working in **partnership with eight companies** under the umbrella of **Argencon**.

gA 25 LEADERS EVERYWHERE PROGRAM

gA 25 is our program for sustainable growth and organizational transformation. It 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 our official position in the Company.

Together with our Agents of Change, we continue to deepen the process of cultural evolution, promoting actions for improvement in the Company.

Training



369 classroom and online courses available



5978 hours of training through “Be a Protagonist in gA” program



77 new training proposals



110 new certifications



80% online training

Channels and Tools for communication

gain, gATalent, Social Networks: Instagram, Twitter, Facebook, LinkedIn, Campus, Curtas, YouTube.

Culture and Climate



Live gA program + 20 activities conducted



Feel Well program



1,08% absenteeism rate

Change Management

- 165 Change Agent
- Stand up meetings on site: Buenos Aires and Tandil City in Argentina; Sao Paulo City in Brazil and Mexico City, to improve internal communication in a direct and participative way.
- Follow-up of the work teams in Mexico City, Buenos Aires City and Brazil to reinforce engagement and detect potential risks.
- Design of a model of a participatory, horizontal interactive acknowledgment for all gA sites.
- Redesign gain, our internal social network.
- Management team and Directors visit to our work teams at client offices.

SUSTAINABILITY STRATEGY

Our 2020 strategic plan sets the Company's long-term goals to guide its management towards sustainability. This plan is based on the vision of the company we want to be and has nine *gA* goals resulting from the intersection of

the three differentiating pillars of *gA*'s essence: technology, education and knowledge; with a vision of threefold economic, environmental and social impact; to achieve the type of transformation that generates sustainable development and positive impact.

gA COMMITMENTS

	 BUSINESS	ENVIRONMENT	 SOCIAL
TECHNOLOGY	ENHANCE OUR DBT APPROACH TO PROMOTE THE THREEFOLD IMPACT	DEVELOP SOLUTIONS THAT PROMOTE THE EFFICIENT USE OF RESOURCES	CONTRIBUTE TO EDUCATIONAL AND LABOR INCLUSION
EDUCATION	TRAIN POSITIVE CHANGE AGENTS	DEVELOP SOLUTIONS THAT PROMOTE THE 4 Rs (RETHINK, REDUCE, RECYCLE, REUSE)	DEVELOP TALENT FOR THE IT SECTOR
KNOWLEDGE	GENERATE AND SHARE POSITIVE IMPACT SOLUTIONS	PROMOTE RESPONSIBLE PRACTICES IN OUR VALUE CHAIN	PROMOTE MODELS THAT GENERATE EMPLOYMENT BASED ON IT



BUSINESS

At *gA*, we partner with our clients to design and implement a competitive strategy in the digital age, with the entrepreneurial passion and professional excellence that has characterized us for 25 years.



USD 71,4 million in gross Sales



45% of our revenues come from clients +10 years old.



Publication of the book 'Digital ecosystems: innovation and disruption in Latin America' through the *gA* Center for Digital Business Transformation



Consolidation of the United States office



748 suppliers carefully selected to ensure the highest quality of service

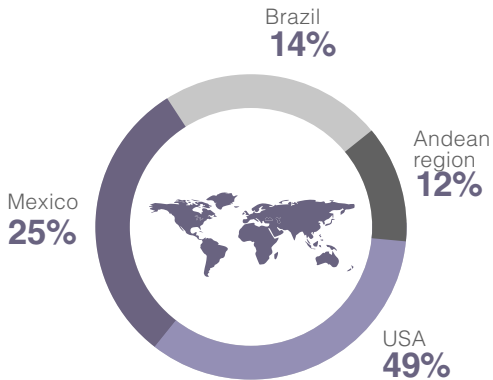


Launching of Parabolt, our digital disruption incubator

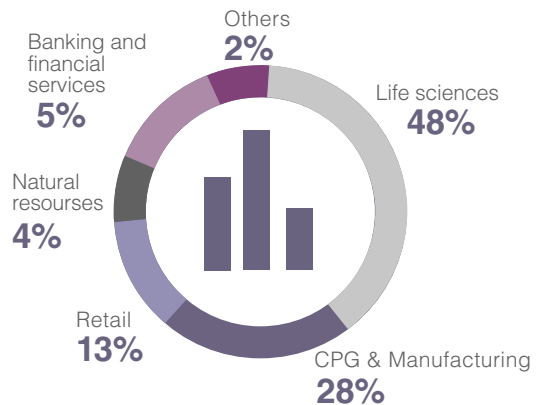
OUR CLIENTS

We get fully involved in the transformation process of each of our clients: our commitment is to work alongside them throughout the entire development. We provide innovative solutions that add value to our clients, aiming to have a positive impact on their performance.

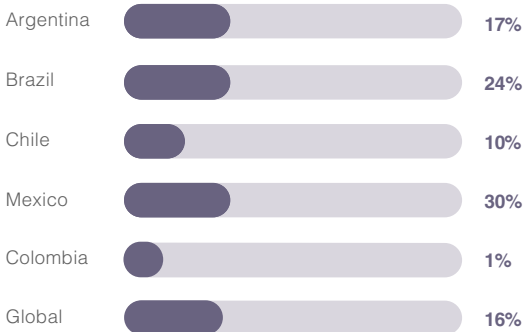
Revenues by region



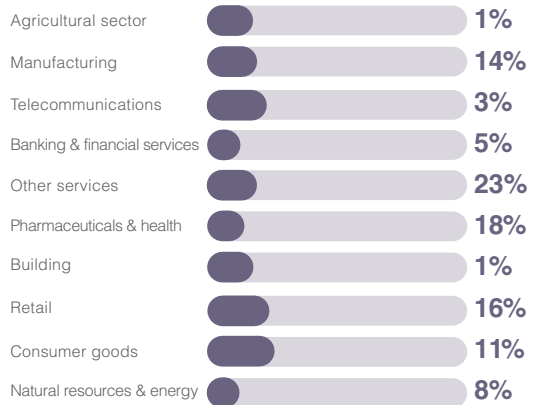
Revenues by industry



Clients by region



Clients by industry



OUR NETWORK OF PARTNERS

Technology & service partners

- SAP
- Oracle
- Salesforce
- DSI
- Software AG

Global service partners

- Bearing Point
- ABeam Consulting
- West Monroe

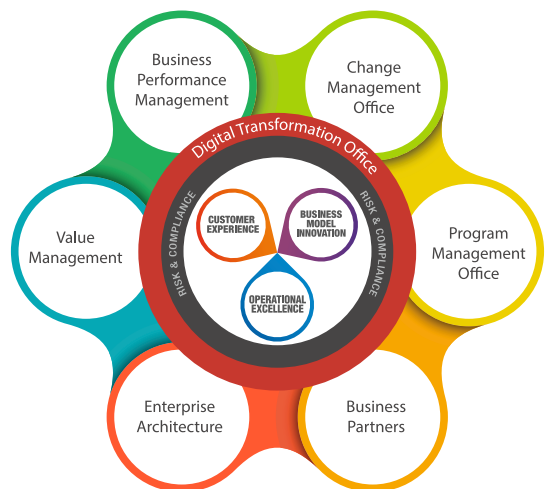
OUR VALUE PROPOSITION

Mobility, social networks, cloud infrastructure, artificial intelligence and the Internet of Things present opportunities and challenges throughout the entire value chain: from the way in which your company should define its business model to the management of operations and the delivery of products and services to clients. Through our Digital Business Transformation (dBT) approach, we help companies prepare to adopt what we call proactive disruption.

In gA's vision, digital transformation can occur through 4 points:

1. Transform the business model, generating new revenue sources through digital skills.
2. Revolutionize customer experience.
3. Digitize the value chain to achieve operational excellence.
4. Embed intelligence into business processes to enable customization and productivity.

gA's dBT approach guides our clients along the way, from the definition of the digital strategy to the effective implementation of the initiatives involved.



Service Lines

Our digital transformation approach is holistic and allows us to work simultaneously with all 3 technology layers: Systems of records, transformation and innovation. We call this the Pace Layered methodological framework *.

Business Consulting

We design and implement business processes and provide our knowledge on each industry's best functional practices, especially in Retail, Life Science and CPG. Together with our strategic partners, we structure methodologies and accelerators in the areas of: Supply Chain Management, Analytics, Customer Experience and Governance, Risk & Compliance.

Application Development & Innovation (ADI or Development Investment):

Through this service, and the quality management model, we help protect what distinguishes our clients, providing support for integration and organization of the client's value chain. We focus on solution architecture so that the development provides value to the business from the DBT perspective.

Application Management Services (AMS):

This service focuses on the improvement of processes and functionality, training and user support, measuring impact and development and continuous improvement of the client's application platform.



* Pace Layered is a methodology developed by Gartner.





PARABOLT

Parabolt is an incubator developing and strengthening digital products implementing gA's differentiating Digital Business Transformation approach. It is a new company, with its own management and advisory board.

Through its portfolio of products, and the generation of ecosystems around them, Parabolt stimulates and nourishes gA's value proposition and generates a new business model that develops and markets recurring and scalable intellectual property; creating shared value and reinforcing the importance of collaborative economics for sustainable development.

Portfolio 1: gA & Partners

Accelerating ideas arising within the gA ecosystem together with its partners, turning them into marketable products that materialize the Digital Business Transformation approach based on the knowledge of the industry's processes.

Portfolio 2: Parabolt innovation Labs

Incubating innovative ideas focused on entrepreneurs B2B to transform them into sustainable businesses and formally incorporated companies. An ecosystem is thus created around it including the public, private (investors, sponsors, mentors) and academic sectors, generating bridges that link Latin American entrepreneurs with international markets and investments.

Portfolio 3: Incubation as a Service

A new business model based on the shared value proposing the development of scalable incubation platforms through partnerships with large companies. The disruption of this service lies in thinking the digital company throughout its value chain, integrating the consumer side with the industrial side, as a new form of relationship with companies.



COMMUNITY

We aim to add value and generate a positive impact in the communities where we operate. We therefore work to strengthen abilities, develop skills, and democratize access to knowledge and professionalization tools to generate employability conditions that enable Latin America's development and growth.

We invest in quality education as the motor of change, and we are committed to reducing the gap between work and education in order to promote the development of talent in our communities.



173.218 USD in social investment

621.585 USD since 2011



985 beneficiaries

3.061 beneficiaries since 2011



31 strategic alliances

44 since 2011



1.433 hours of volunteer service

6.184 since 2011



371 volunteers involved

1.535 since 2011

FOSTERING A FUTURE

Fostering a Future (Formando Futuro) was designed for young people finishing high school in public institutions. The objective is to provide knowledge, tools and skills that allow them to enter the labor market and academic world, utilizing games, exercises and simulations of real cases.

It is a non-formal education space built upon the exchange between young people, Company volunteers and the specialist facilitator. The program may be replicated in other countries and by other companies in the sector, thus reaching as many young people as possible.

To implement Fostering a Future, we developed strategic alliances with civil society organizations that share our mission and help us adapt the content of the program to suit each situation.



15 editions

27 since the program began



512 beneficiaries

1.885 since the program began



616 hours of volunteer service

3.103 since the program began



131 volunteers

392 since the program began

SOCIAL INCUBATOR

Based on the Meraki incubation during the previous period, a new Work to Grow program was designed and boosted through the Puerta 18 Foundation in partnership with SAP and the Ministry of Labor. It is an innovative model for the promotion of employability aimed at socially vulnerable young people with high potential and specific job training.

With this program, young people graduating from Puerta 18 get their first qualified work experiences through internships in business ventures. It aims to help young people overcome their barriers to entering the market, and makes them discover their job profile according to the different job prospects: employed, freelancer or entrepreneur. They also receive support and assistance in their job search following the internship.



26 youths benefited



9 gA volunteers involved



youths are expected to get involved in 2017



81 undertakings reached



Alliance with the Ministry of Labor and SAP

EDUCATION 3.0

As an internal action standard, at gA we believe that 'knowledge is to be shared.' We embrace this value and promote it, working on private social investment strategies through our main asset: knowledge.

With Education 3.0, we train technical secondary school teachers in the latest technology in order to contribute to the updating of education programs to meet the demands of the current labor market.



45 teachers trained



474 direct beneficiaries

13.107 indirect beneficiaries



48hs hours of classroom training



10 schools benefited



8 volunteers

133 hours of volunteer service



Contents: HTML5 y CSS3, JavaScript, librerías y frameworks, AngularJS, Ionic

CORPORATE VOLUNTEER PROGRAM

Our volunteers convey corporate values through their dedication; adding value to the communities where we operate and taking care of our environment.



371 total volunteers

1.535 since the program began in 2014



577 hours devoted to volunteer service

2.810 since the program began in 2014



985 beneficiaries of the activities

2.441 since the program began in 2014





Opening Windows



Fostering a Future, Tandil



Fostering a Future, Mexico



Fostering a Future, Brazil



Education 3.0



ENVIRONMENT

Caring the environment is one of the pillars of our Sustainability Corporate Strategy. We seek to raise awareness about the importance of taking care of it and to promote sustainable practices and habits to minimize the impact of gA on the planet.



23 alliances with organizations to protect the environment



44 'gAGreeneros' volunteers
119 hours of volunteer work



Development of the Travel Requests app to make collaborators' transfer more efficient



46% of double-sided printouts in Argentina



220 hours of training



298 virtual servers, reducing environmental impact



28% increase in the use of the Blue Jeans digital platform, avoiding more than 82 million km of air travel for meetings and communications



226.607 kg of recycled material: cardboard, paper, plastic, metal, glass, electronics, and batteries, among others



96% of volunteers recommend gA Green activities



28% % increase in double-sided printouts compared to 2015 in Brazil, reaching 40.5%

gA GREEN

We promote in our collaborators a cultural change for the adoption of sustainable habits and practices that minimize gA's impact on the planet. We work to raise awareness about the various environmental problems and implement initiatives to efficiently use the resources of the planet.

- Awareness campaigns and actions
- Recycling initiatives
- 'gAGreeneros' volunteers
- Optimization and reduction

GREEN IT

Set 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

- Printouts control.
- Automatic double-sided printing settings.
- Automatic hibernation.
- Efficient computer reused circuit.

In 2016 we recycled 219.875 kg of electronic waste between Argentina and Mexico

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
- VoIP phone system
- Blue Jeans system
- gA Cloud
- Sharepoint

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 implementation of 298 virtual servers, we have reduced environmental impact, improved workplace quality for collaborators and service quality for clients.

We have also developed the Travel Requests app that reduces consumed Co2 by 50% in transferring collaborators to gA in our EMEA service. This app optimizes the route mileage, number of passengers by taxi and waiting time, having achieved a reduction of 8729.4672 kg of Co2 in 2016.

LOCATIONS

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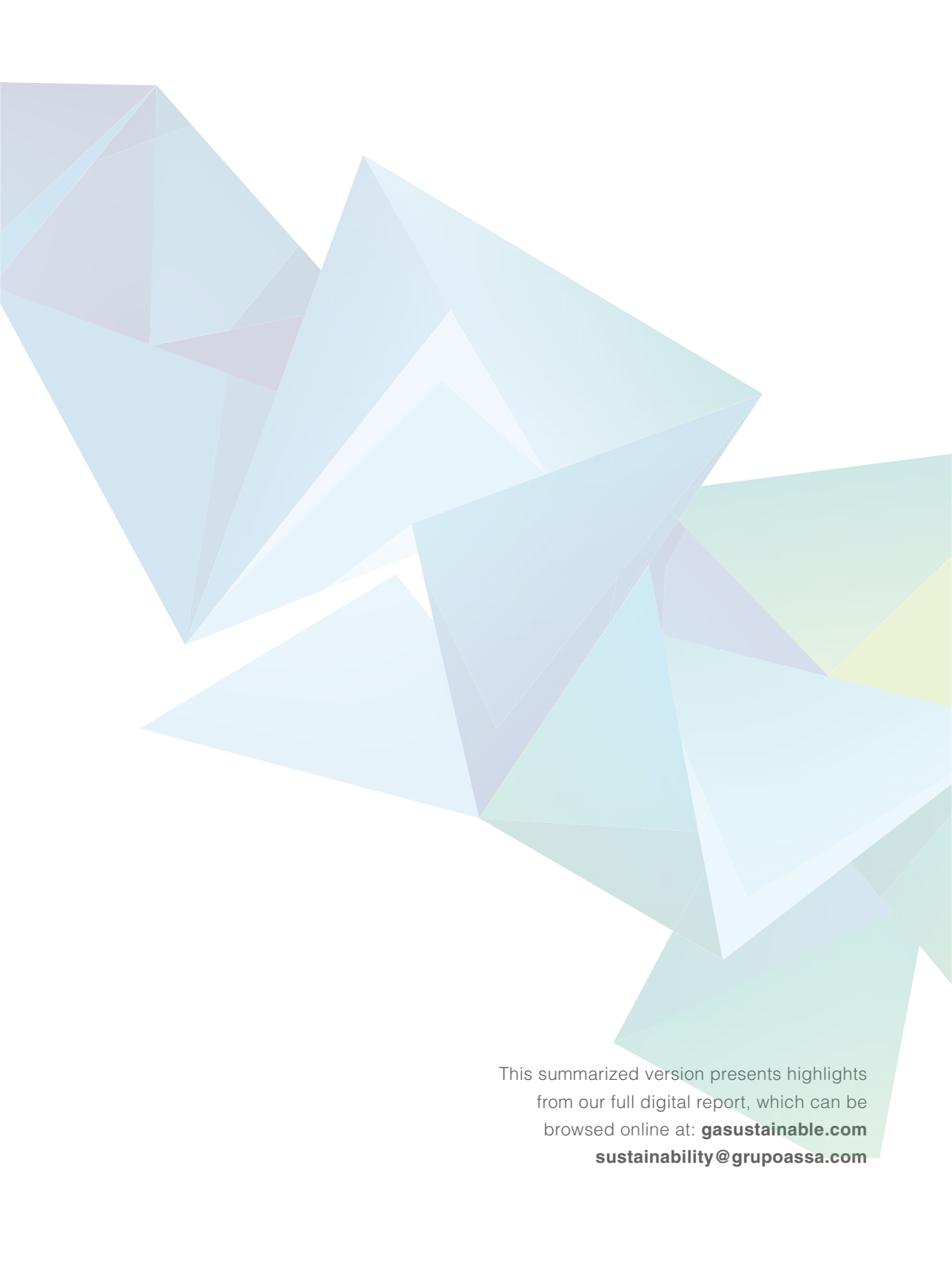
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