



Transforming business in the collaborative economy

6° Sustainability Report

This is our Sixth Sustainability Report with the economic, social, and environmental performance for 2017.

This year, we migrated to the last version of Global Reporting Initiative, GRI Standards, this resulting in our report being aligned with the best world practice in force as regards a threefold impact report: economic, social and environmental. This report also represents the Communication on Progress (COP) presented to the United Nations Global Compact, initiative of which we are members. Lastly, the report includes the efforts made to contribute to the Development Agenda 2030, set forth by United Nations, through five prioritized Sustainable Development Goals: SDG 4 “Quality Education,” SDG 8 “Decent Work and Economic Growth,” SDG 12 “Responsible Consumption and Production,” SDG 13 “Climate Action,” and SDG 17 “Partnerships for the Goals.”



Transforming for transcending


Roberto Wagmaister

gA Founder & CEO

In 2017, we celebrated our 25th anniversary and we did so by going back to the basics, by re-connecting to our purpose focused on leading the change we want to see in the world. We work on our self-transformation and transcendence.

We went “Back to Basics” because the entrepreneurial DNA and the values with which we were born allowed us to make a group of people’s dream come true and to become a multinational company with 1,300 employees providing services to 41 countries around the world. Professional excellence, a convergent and holistic approach to processes, people, and technology, and most importantly, ethics and transparency in our actions have allowed us to build long-term relationships with our clients and business partners throughout these years. By inspiring our teams with these foundations, we managed to improve our service offer, which integrates the Consumer Side with the Industrial Side, including the entire value chain cycle, and works in every sphere of technology, processes and people, towards iterative value added platforms to support the making of business decisions with more and better information. In addition, we launched Parabolt to help turn clients’ innovative thinking into disruptive products. This new company encourages the innovation spirit, feeds our value offering and enriches our ecosystem with partners.

Being recognized by the Gartner Group as a “Cool Vendor in Latam” for being leaders in digital business transformation proves, once again, that we are on the right track. But according to our nature, we will keep on progressing and evolving so that every person giving life to gA feels proud of being part of a company aspiring to be the best company FOR the world and not of the world.



Thus, inspired in the B Corporations paradigm, we started a new expedition towards becoming a player in the collaborative economy. We know that due to the nature of our business, and our way of being and doing things, we can multiply the impact the digital era brings to economy, democratizing knowledge, creating horizontal bonds and turning the interdependence in which we are immersed into a positive asset to make more and better business.

We reassert this commitment by adhering to the United Nations Global Compact. Through this report, we disclose the Communication on Progress (COP) which shows our progress as regards compliance with its 10 principles on labor standards, human rights, environment, and anti-corruption.

I thank our entire ecosystem of employees, clients, and partners who keep alive the dream that brought gA into life, which is reflected in our sixth Sustainability Report. I am committed, with the passion that defines me, to continue to lead transformation leveraging the strength of business and the power of collaborative economy to make a positive impact.





Towards a new expedition: +B Path

Paul A. Dougall

gA VP Corporate Development

When we faced 2017, the team and I knew this year was going to be different. The consolidation of our sustainability strategy was the starting point for assuming three new challenges: the first was initiating the process of becoming into a B Corporation; the second was to empower our leaders with a renewed service offer; and the third was to align our sustainable management with the United Nations Sustainable Development Goals.

To begin, we started a new path: our expedition to become a B Corporation, intending to multiply the impact that the digital era brings to collaborative economy. We intend to start a new expedition which creates a change in the organization as a true new paradigm in our business, starting by our purpose. Therefore, we make progress towards sustainable management with our main audience: our people, raising awareness on this matter. In addition, we managed to assess 100% of our employees for their participation in social investment and environmental programs. Moreover, we launched the Code of Ethics and the anonymous report line managed by an independent third party to report breaches in a confidential way. This code, which includes commitments with all our stakeholders, is a call for our behavior to reflect the values that have governed us since we started.

This year, we also empowered our leaders to take greater responsibility for consolidating the relationship with our clients through work in three business dimensions simultaneously: innovation, transformation, and optimization.

Digital economy is disrupting traditional business models, forcing organizations to redesign their competitive strategies. At gA, we are using the power of technology, of people and of processes as well as equipment to ride this wave with our clients. We created the Parabolt incubator, disrupting gA's own business, and closed the year with a sales growth of 8.9%.

Lastly, based on the three sustainability pillars which identify us, Technology, Education and



Knowledge, through the gA Center for Digital Business Transformation we published three studies on innovation and disruption in Latin America. In terms of social investment, we continue to improve youth employability in Latin America, having supported 904 young boys and girls from public middle schools in designing their life project with the Fostering a Future program, and we trained teachers from public technical secondary schools on cutting-edge technological content through the Education 3.0 program. Together with 20 organizations in different countries, we implemented awareness-raising, recycling, and volunteering actions for the purpose of reducing the company's environmental impact and collaborating with the compliance of Sustainable Development Goals 12 and 13, relating to responsible consumption and the combat against climate change.

We are proud of publishing this 6th Sustainability Report, and we thank each of our employees, who are the true heroes of these achievements presented. Their passion and professional excellence allow us to continue generating innovative and disruptive ideas for our clients and to start the path that will lead us to be a B Corporation in the future.



About gA

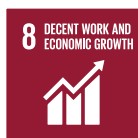
In gA, we make things happen. We leverage innovation and create value through the transformation of business models, processes, people and organizations, through a threefold impact vision: social, environmental, and economic. Our entrepreneur spirit and our passion for challenges have led our actions for more than 25 years.

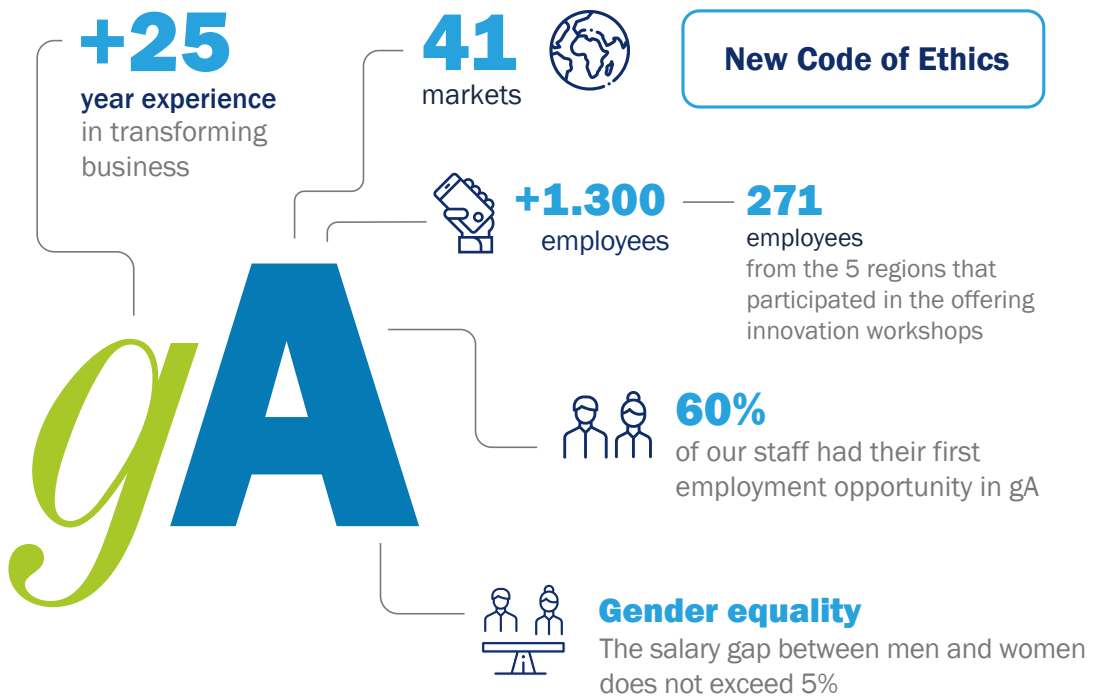
Sustainability Strategy

According to our 2020 sustainable management plan, we assumed 9 gA commitments resulting from the crossing of the three differentiating pillars of gA's essence: Technology, Education and Knowledge; with a vision of threefold Economic, Environmental and Social impact.

	BUSINESS	ENVIRONMENT	SOCIAL
TECHNOLOGY	Strengthen 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 internal and external change agents.	Promote the 4Rs culture (Rethink, Reduce, Recycle and Reuse).	Develop talents for the IT sector.
KNOWLEDGE	Generate and share positive impact solutions.	Promote responsible practices throughout our value chain.	Promote IT-based job generation models.

Through these commitments, we intend to direct our management towards a threefold impact model and contribute to United Nations Sustainable Development Goals (SDG), actively leading the change we want to see in the world.





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



Starting the +B path

For the purpose of internalizing our values and put them into practice for making a greater-scale systemic change, we joined the B Corporation global movement, starting a review and improvement path to align with their standards and delve into our purpose.

Integrated regional office platform, Delivery Centers and work teams



The values that guide us

Our values reflect the foundation on which the company's history was built and also Parabolt was founded: they guide our everyday actions. Represented by our SPIRIT, they are the basis of our actions and define our way of being and doing: we believe in the strength of bonds, professional commitment and team spirit. Innovation, knowledge and responsibility identify us in every step we take.



Ethics and Transparency

In 2017, we launched the new version of our Code of Ethics for the purpose of reflecting and favoring the values and the culture that have inspired us and allowed gA to grow.

Following international ethics and transparency guidelines, the Code of Ethics is aligned with the theme “I am proudly part of gA” and reflects our purpose and values in our everyday actions.



Our human talent

Our value offering to the employee looks to attract new talent to the team under a culture of inclusion that promotes gender equality, professional profiles and national origin.

Career development

We drive the professional development and personal growth plan for our employees through programs, tools and processes. The comprehensive Talent Management model enables people's development in the organization and includes the entire life cycle of employees within gA: from planning the search and recruitment to rewards and recognition components to assure employee motivation and retention.



**Annual recruiting
and performance
process**

certified under ISO 9001



401
new hires

36%
of the staff are women



100%
% of our employees
are assessed based
on their performance

Transformate!

We train and encourage our employees for them to develop as leaders at work and their private life. Thus, we train future leaders establishing a leadership model adapted to our culture.

Transformate Workshops

No transformation process starts without self-transformation. Under this premise, seven workshops were carried out, to which we invited high-potential employees to expand their thinking horizon and innovate from their own work. This leads to a new initiative inventory to expand gA's and Parabol's service offer.

Knowledge management

Our vision is to create value by capitalizing experiences and creating and reusing knowledge.



75
annual
training hours
per consultant



+400
internal courses
available in our
virtual campus
portal

Quality of life

Our priority is to promote the care of the health, wellbeing and safety of our employees and have ongoing initiatives to improve their quality of life.



**Benefits
program**



**Feel Well
program**



We extend to
a regional level
the offer of **virtual
English classes**



We offer a **coverage
plan** for employees
and their direct
family group

Culture and climate

We seek to generate experiences which connect employees together and with our values.



20
Management
Cafe



20
integration
activities within the
framework of the
Live gA program,
which seeks to put
corporate values
into practice



**Stand Up
Meetings**
to share institutional
news



Business

We work together with our clients, partners and providers to increase the benefits of collaborative economy in the Digital Era using the strength of business to generate a positive impact. We provide an excellent service based on strong values and passion by our work teams.

+8,9%

in our income
in USD
as compared to 2016



The United States business office continues to grow, obtaining **new businesses** in that geography.



New offices:

Parabolt moved to WeWork to strengthen the network interaction with the entrepreneurial ecosystem.



3 papers published
by the gA Center for
Digital Transformation



Parabolt's business digital platforms launched:

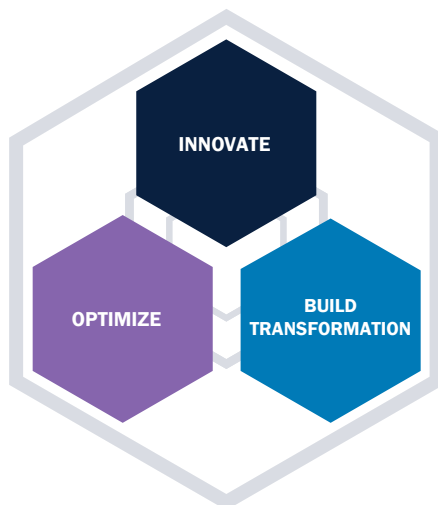
OCP | Omnichannel Customer Platform
GTEx | Global Trade Exchange



TOP Company

Selected by IAOP (International Association of Outsourcing Professionals) for the eighth consecutive year as one of the **100 Best Outsourcing companies in the world.**

Our value proposition



Our clients

Each company has its own needs and challenges when starting a digital transformation initiative. We offer solutions adapted to each business and trade. We develop digital strategies based on agile methodologies and provide innovative routes with a deep and sustainable cultural and organizational change.

Clients by seniority



23%	0-2 years
45%	2-10 years
32%	+10 years

Sales by region



15%	Brazil
23%	Mexico
12%	South Andean
50%	USA

Sales by trade



48%	Health
23%	Manufacturing
14%	Retail
8%	Banking and financial services

Our partners

GLOBAL SERVICE PARTNERS

BearingPoint.



GLOBAL TECHNOLOGY PARTNER

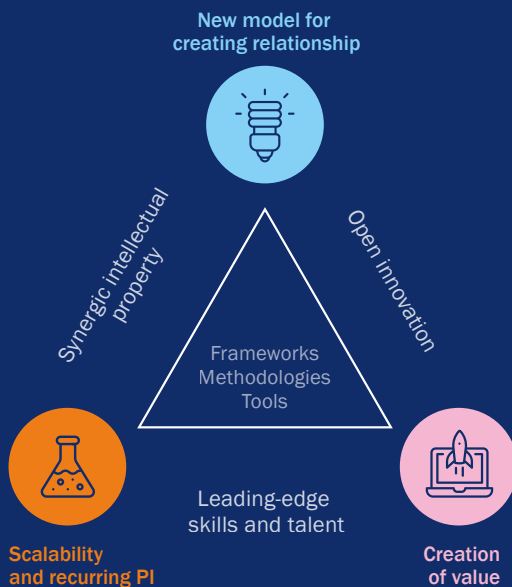


PARABOLT

We turn innovative ideas into digital disruptive products.

Our innovation spirit drives us to create, transform, and discover. This is why, a year ago, we launched Parabolt, a digital incubator that encourages the innovation spirit and feeds our value offering. Parabolt leverages and accelerates our global strategy by combining our digital transformation vision with the execution of the entire value chain.

Our value offering



INNOVATION PLATFORMS

We work together with large companies with a framework for catalyzing and executing transformation. We drive the generation of ideas, prototype solutions and develop digital products in an agile and collaborative model.

ENTREPRENEURIAL ECOSYSTEM

We support entrepreneurs in their adventure: we help startups to become sustainable companies through our business knowledge, technological expertise and the creation of relationships with global clients.

DIGITAL PRODUCTS

We incubate and accelerate gA initiatives and its ecosystem with business potential and scalability to transform them into disruptive digital products.

Digital Ventures

Omnichannel Customer Platform (OCP) - How can the retail sector leverage and revalue its assets? This retail digital cloud platform includes positioning inside stores with real-time analytics and machine learning for understanding clients' behavior, measuring efficiencies and increasing synergy between what happens in store and in digital channels. Thus, this product manages to close the gap between the digital and physical world.

Global Trade Exchange - A safe marketplace for negotiating, executing and financing international trade transactions. The solution includes an open market for publishing and contracting related services, integrated finance end to end and for each stage of the process, and portfolio management tools with investment management, alerts and risks.



gA center for Digital Business Transformation

Sharing knowledge to multiply impact

Created with the commitment to generate and share knowledge, and promote digitalization in Latin American companies through a space for dialog among executives from the private sector, government representatives and members of the academic community.

2017

Disruption and innovation
in retail distribution in
Latin America

2016

Digital ecosystems
innovation and disruption
in Latin America

2015

América Latina 4.0
Digital transformation
in value chain

Community

We seek to strengthen our impact as leaders of the change we want to see in the world. We strengthen skills, build capacities and share our knowledge with young people to improve their employability opportunities.

USD 186.171,39
in social investment

1.069.490,76 since 2011



48 strategic
alliances

61 since 2011



3.478
beneficiaries

6.539 since 2011



431
volunteers
involved

1.503 since 2011

1.251 hours
of volunteer
service

51% increase as compared
to the previous year
5.312 since 2011

The transforming power of education

We design, execute and support programs that improve soft skills, technical knowledge and actual employment opportunities for young people living in the cities where we operate, by providing them with the tools they need in the digital era.

We focus on three main commitments as regards social impact: shrink the existing gap between the education world and the employment world; develop talents for the IT sector; and promote job creation models based on IT.

Social Innovation incubator

In addition to innovating as regards business transformation, we drive and support social innovation focused on youth employability in Latin America, in alliance with civil society organizations, governments and business partners. Together with the organization Puerta 18, SAP and supported by the Argentine Ministry of Labor, Employment and Social Security, we promote Work to Grow (“Trabajo para Crecer”), an innovative employability promotion model aimed at young people in vulnerable situations with a high potential and specific training for the job.

With this program, we connect young people to their first qualified work experiences through internships in enterprises, helping them overcome their barriers to enter the market and make them find out what their job profile is according to the different job outlooks: employee, freelancer or entrepreneur.



21 young people were employed

58 beneficiaries



10 volunteers participated sharing their knowledge and experiences



12 new group training and follow-up meetings



16 hours of volunteer service



“In Work to Grow we found a win-win formula: young people eager to work and entrepreneurs eager to grow. With this positive experience and with the great support of all participating companies, we decided to continue to consolidate the program in order to reach more boys and girls”.

Federico Waisbaum, Director of Puerta 18

“Formando Futuro”

Fostering a Future aims to support the life project design for young people who are in their last years of public secondary schools, providing tools that allow them to shine in both the labor and academic worlds.

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

Fostering a Future is implemented in Argentina (Buenos Aires and Tandil), Brazil, Mexico, and Chile in alliance with local civil society organizations.

2017 Global Results



904 beneficiaries
2.789 from the start



138 volunteers
1.134 from the start



872,5 hours of
volunteer service
3.975,5 from the start



6 young persons
are working in gA

Hands Up!

Through corporate volunteerism actions, our employees multiply the work we do to encourage community development and the care for our environment.



1330
beneficiaries



1251 hours of
volunteer service
4061 hours from
the start



431 volunteers
1503 from the start

Education 3.0

Believing that knowledge should be shared, we undertake this value and promote it, working on private social investment strategies through our main asset: knowledge. The purpose of Education 3.0 is to train technical secondary school teachers in the latest technology in order to contribute to updating education programs to meet the demands in the current labor market.



538 young
persons directly
benefited

5.427 young
persons indirectly
benefited



17 teachers
trained



88 hours of
volunteer service



8 benefited
schools

*"This training was excellent, both
in terms of contents and education
development".*

Teacher from the Technical School
N° 2 in Tandil

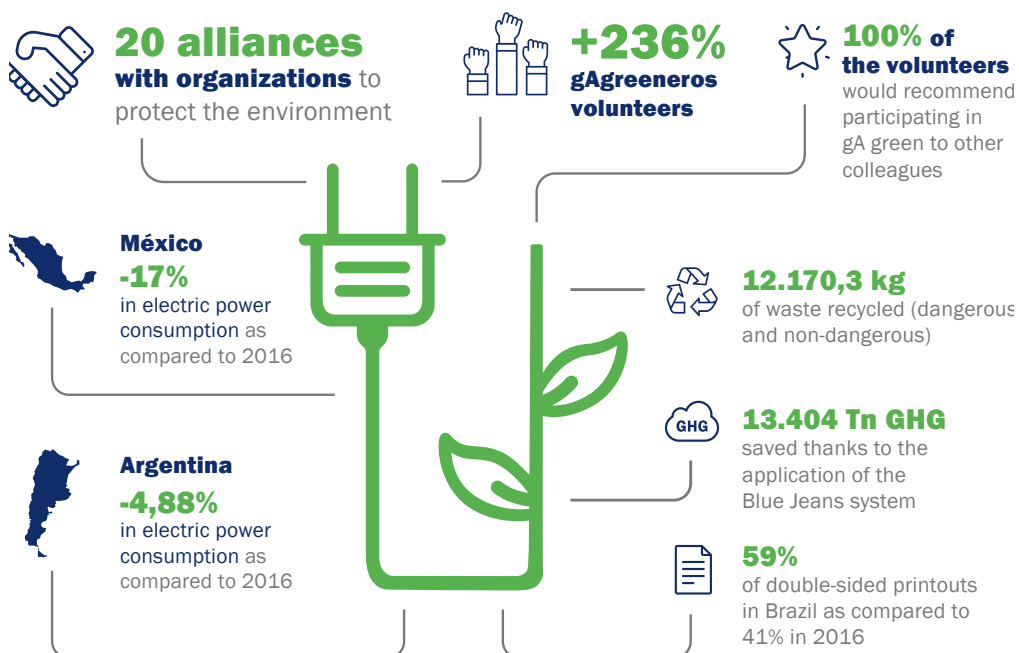
IncluTec and Opening Windows with Argencon

We continue to participate in Argencon's Sustainability Committee, an articulation and joint work space among the knowledge industry companies to promote the impact of the initiatives carried out by each of them in this field.

During this year, we continued to implement the "Opening Windows" program as opportunity windows for young people within the knowledge export market. And, the new IncluTec program was launched together with BID FOMIN and civil society organizations to improve the results of the program 111 Thousand of the Argentine Ministry of Production, and thus allowing for more young people to be inserted in the market that exports knowledge to the world.

Environment

We develop our business intending to generate a positive environmental impact from our operations and those of our clients.



gA Green

Through our program, we promote in our employees a cultural change for the adoption of sustainable habits and practices that minimize gA's impact on the planet.



Promoting the responsible use of work resources and materials.



Favoring sustainable value chains.



Rethinking the use of technologies and promoting the recycling of electronic waste.

Awareness-raising campaigns

Training workshops

Recycling initiatives

'gAgreeneros' volunteers

Green IT

We are a digital business transformation company using technology as an enabler. In this sense, we carried out the Green IT Program where, through the benefits of technology, we innovate for reducing the consumption of paper, energy and the carbon emissions generated by our activity.



Technology to reduce and recycle

Optimization and reduction of energy and paper consumption.



Technology for collaboration

Development of collaborative technology and on-line communication to avoid unnecessary travel and increase productivity.



Technology for operating efficiency

We use technology to optimize processes and virtualize servers, and thus achieving more energy efficiency.



We completed the equipment renewal process, managing to move nearly 100% of the staff to a mobile laptop model with more efficient technology.



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This summary version includes highlights of our complete digital Report that can be accessed from

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