



gA

We create
digital
ecosystems

7th sustainability report

2018

7TH SUSTAINABILITY
REPORT
2018



We create digital ecosystems

This is our seventh Sustainability Report, including the outcomes of our economic, social and environmental performance in 2018.

We have prepared this report following GRI Standards, which make up the most widely accepted framework for sustainability accountability at global level.

We have also further developed our commitment to the United Nation Global Compact as signatories and presented again through this report the Communication on Progress (COP) in compliance with the 10 principles on labor standards, human rights, environment, and anti-corruption.

The report also includes the efforts made to contribute to the Development Agenda 2030, set forth by the 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.”

Finally, we also share the progress made on the path to become a B corporation.

“26 years of experience in business consulting with the new technologies available in the digital era.”



ROBERTO WAGMAISTER
gA Founder & CEO

Let me share with you our **Seventh Sustainability Report**, the challenges and achievements of 2018, a year guided by the internal mission of innovation, aimed at sustainable growth. First, we changed our offering becoming a **consulting platform**, converging 26 years of business consulting background with new technologies available in the digital age. Second, we communicated the progress made in our path towards becoming a B corporation.

With regards to the first point, we have launched two new products that reformulate the business models using the power of data, business processes and people, challenging the status quo. We have introduced **Navigate**, the business ally platform that streamlines decision making and, **Kyduk**, where we co-create together with our clients' innovation platforms based on a framework to catalyze and implement transformation. They both change our clients' profit formula capitalizing the benefits of digital environments.

Furthermore, **Parabolt**, our own start-up,

“We have launched two new products that reformulate the business models using the power of data, business processes and people, challenging the status quo: Navigate y Kyduk. Furthermore, Parabolt, our own start-up, taking innovative ideas and turning them into disruptive digital products, achieved a five-fold growth since its launching in 2017.”

taking innovative ideas and turning them into disruptive digital products, achieved a five-fold growth since its launching in 2017.

As to the latter, we measured ourselves through the B Impact Assessment ‘**Sistema B,**’ by means of a collaborative and bottom-up process, where together with our employees we laid the roadmap to turn *gA* and Parabolt into B corporations. In addition, we furthered our commitment to the **United Nations Global Compact** as **Signatories**, and this year scored at **advanced level** in complying with the 10 principles through the presentation of the Communication on Progress (COP), thus endorsing our commitment with the Sustainable Development Goals and the global agenda.

These achievements respond to our long-term view, the entrepreneurial passion for being one step ahead, as well as the sound values guiding us. I am convinced, as founder, that it is a differential value, creating a digital ecosystem where shareholders, clients, employees and vendors are true protagonists in building a better business community for the world.

Thank you all for fulfilling our dream of becoming one of the first technology companies in Latin America in setting the pace in shared value generation around the world. We know there are plenty of challenges ahead, but we trust in our talent and the power of technology to achieve a real transformation towards sustainable development.



“Our contribution to the development of a collaborative economy is enhanced through partnership, and hence the vibe in that direction of the digital ecosystem we created.”



PAUL A. DOUGALL
VP Corporate Development

Following the development of an offering at the forefront of the digital economy, 2018 has confirmed that our contribution to the development of a collaborative economy is enhanced through partnership, and hence the vibe in that direction of the digital ecosystem we created. We exchange and build knowledge; we face business challenges and resolve with world-class quality the issues of the digital age.

With this commitment and a stake on the mobilization of people and businesses towards digital transformation, once again, I am glad to present gA's Seventh Sustainability Report in a digital and friendly format, in compliance with international accountability standards. This year, besides the progress made in our 2020 Strategic Sustainability Plan, we laid with specific actions the path to becoming a B corporation, achieving concrete results by working with all our stakeholders.

We continue integrating sustainability into all our processes. A key component has been the integration of this perspective into the onboarding and training of our working teams, and the evaluation of all our employees. Furthermore, all our staff has been trained in ethics and transparency, following our Code of Ethics guidelines.

We have also moved forward on measuring our environmental footprint, and the initiatives introduced to minimize it: implementation of the Green IT Program for the efficient use of resources through technology; +12,600 tons of GHG saved annually thanks to the Blue Jeans video conference system, recycling in all the regions through 9 strategic alliances, incorporation of sustainable vendors, 20 environmental training workshops since 2013, and more than 1,900 hours of volunteer work by “gA Greeneros” since 2014.

In turn, we kept working throughout the year in promoting labor inclusion of young Latin American talent into the digital economy, as protagonists of the change we want to see around the world. We joined efforts with 70 strategic partners globally, benefiting more than 3,900 people with our programs, totaling 10,448 since 2011. Noteworthy is the training center developed with J.P. Morgan and Pescar Foundation within our offices in Buenos Aires. We were also recognized by the Government of the City of Buenos Aires for the Education 3.0 program with teacher’s scoring for attendees. More than 1,160 youths in vulnerable situations had their first work experiences in 18 ventures under the program Work to grow (‘Trabajo para crecer’), and 4 young graduates from the program Fostering a Future were hired as gA staff.

We also keep working internally, relaunching a new value offering for our staff to integrate personal and family life into professional life. We have revamped the benefits plan, ‘gA Plus.’ We have conducted several initiatives in the region to protect our staff within the framework of the ‘Feel Well’ Occupational Health Program, and refreshed our Campus platform with new innovative courses.

All these results are encouraging us to keep working for more, and further the

“A key component has been the integration of this perspective into the onboarding and training of our working teams, and the evaluation of all our employees.”

improvement opportunities identified in the roadmap to becoming a B corporation. The finishing line is not the goal but the process we are undergoing, where our staff is the key to success. I, therefore, thank all of them, who are the true protagonists of the achievements mentioned above, and who put into practice *gA values in all they do with their passion*, and innovative and disruptive ideas.

Let me invite you to share gA’s world by navigating our digital report and leave this channel open to keep discussing and building a future with opportunities for everyone and in harmony with our planet.



Sustainability strategy

Our sustainability strategy is aligned with the United Nations' agenda and Sustainable Development Goals, mainly SDG 4, 8, 12, 13, and 17, and we take action to contribute to such goals from education, as a social and cultural transformation engine.



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2020 Strategic Sustainability Plan

	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 (<i>Rethink, Reduce, Recycle ad Reuse</i>)	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

Our +B path

We joined the B corp global movement, introducing our values and actions to achieve a change towards a collaborative economy pushing swiftly and effectively the big global changes necessary.

This path, which started by late 2017 when we addressed the possibility of being aligned with the B corporations standards, was formalized with the roadmap for the certification of gA and Parabol.

Sistema



About gA

We are a global technology company using digital platforms and transformation services to empower large companies in the Americas and Europe. We work to lead the paradigm shift promoted by the new economy, measuring our business success by the wellbeing of the communities and the planet, and having a positive impact on the ecosystems we integrate.

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41

We offer our services in 41 markets.

1.2m

Our global businesses grew by 1.2 million as compared to 2017.

+B

We are on the +B path to becoming a B Corp.

100%

We train all our staff in the contents of the Code of Ethics.

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gA Plus

We have relaunched the corporate benefits plan focused on integrating personal and family life into the professional one.

Parabolt experienced a five-fold growth since its launching in 2017.

- We are a consulting platform.
- New Onboarding Program through the “Back to fun” gamification platform to improve the experience of new employees.
- We have improved the training offer to our staff. We have upgraded the e-learning platform, more courses, new formats, new feedback-based Annual Performance Process (PDA in Spanish). 360° and boosting feedforward.
- We have developed different initiatives to protect our staff under the framework of the Feel Well Occupational Health Program.

Guiding Values



Value proposition for the staff

Our value proposition is translated into the 3 following lines:

ATTRACTION

225 new **hires**.

We launched Talent Mobility, the global internal mobility initiative.

gA Academy, training program for the first job.

Process certified by **ISO 9001: 2015**.

24% of the talent comes from the **referral program, Adding Leaders**.

DEVELOPMENT

Holocratic organizational structure, based on work cells with leaderships with full accountability.

Onboarding process through BFT, innovative **gamification** platform.

We promote diversity and **social inclusion**.

Training and soft training. **gA talent**, 360 ° feedback platform and feedforward aligned to the offering.

ENGAGEMENT

Stand up meetings every month with leaders.

Horizontal and real-time communication through **Workplace**, internal social network.

Relaunch of the corporate benefits **gA+** program aimed at integrating personal life with the professional.

Management Café.

Newsletter "**What's up gA**".

Engagement survey.

National celebrations, integration events, sport.

Business

26 years of knowledge on business processes, market dynamics and systems have enabled us to create digital ecosystems capable of helping our clients to be one step forward, creating, developing and deploying innovative, transformative and disruptive initiatives in their business models. We challenge the status quo to capture the benefits of collaborative economy in the digital era in all our business partners.

Offering

We introduced the evolution of our offering, capable of disrupting business models through the creation of ecosystems of partners around every product and service.

navigate
POWERED BY gA

We launched **Navigate**, the transformation platform that speeds up business decision making.

kyduk

We launched **Kyduk**, the innovation platform with which we help companies to prioritize their innovative focus through their own ideas.

gA Lab

We are launching the **gA Lab** for AI Decision Intelligence (LAIDI), an association with leading academic institutions in Israel and Argentina, gathering the business and academic world. Its goals are to create decision making platforms for companies and governments using AI (Artificial Intelligence) tools and to collaborate, investigate, publish, and share.

Our offering with purpose

Our value offering is based on a partner ecosystem that, through multidisciplinary, dynamic and hierarchy-free collaboration, builds solutions and products to transform our clients' businesses, capturing the benefits of the digital era. We use the power of data, cloud benefits and blockchain platforms for the purpose of promoting a change towards a new economy that makes it possible to provide and scale solutions for global problems.



In this path, and overtaking the upcoming changes in the world and the impact of the digital transformation in business, we distribute our services focus in two strategic pillars: Optimize and Innovate.



Innovate

We help companies to change the status quo inside their own organizations. We use a co-creation approach to give them support to execute and deliver their innovation agendas. Kyduk, Navigate, Cloud Journey, and Digital Ventures are the platforms and services that strengthen true innovation within each organization.



Optimize

We support company innovation and transformation providing more agile processes and technologies, including enterprise architecture simplification and optimization. Our services include IT Cloud Optimization, Digital AMS, Core Enterprise Technologies, and Digital Technologies.

kyduk

We launched through Parabol the Kyduk innovation platform which helps companies both to prioritize their innovative focus through their own ideas and to strengthen them. 'Kyduk' refers to the sherpa concept kyiduk, which means community, network. Organizations of all sizes, industries and markets learn to work in internal and external collaboration, and to build their own innovation platforms. Instead of promising new ideas or more design thinking workshops, we focus on how to offer innovation initiatives, co-creating intellectual property together with clients with a fast prototype and a *"fail-fast, break-fast"* philosophy.

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MARTÍN WAGMAISTER
CEO of Parabol

“We brought Kyduk to big corporations and, in only 12 weeks, we carried out workshops, prototype development and testing, and the design and implementation of an internal incubator to execute innovation on a very pragmatic basis, with concrete results. The key is in ‘how,’ and in acting with all levels of the organization and interdisciplinary groups.”

navigate

POWERED BY *gA*

Based on our start-up culture and combining our Data Science and Process Intelligence teams, we created a new concept in the consulting world: the digital transformation platform Navigate. This platform helps business managers to make more agile decisions by leveraging all the data available. Combining Data Science and Process Intelligence, Navigate manages to connect and analyze relevant information to evaluate business results and predict potential future scenarios.

This platform's main benefits include:

- Speeding up decision making based on the operation's real data.
- Generating recommendations through result prediction and simulation of different business scenarios.
- Promptly detecting processes that are not executed in compliance with the Rules.

“Navigate helps to solve concrete business problems. It generates a virtual map of the organizations —its digital twin— turning data and processes in valuable information, while providing a new and effective way to manage business challenges leveraging the big volumes of data available today.”

- It uses the power of data to change the way in which clients make decisions within the context of big and complex data volumes.

- It is a business ally as it speeds up the decision making process and overcomes the challenges that transformation brings.

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MARTÍN SZENIG
Head of Navigate

PARABOLT

We generate sustainable businesses based on new ideas.

Parabolt was born in 2017 as a new company turning innovative ideas into disruptive and scalable businesses. Through its business portfolios or camps, it focuses on incubating its own ideas, those of Latin American entrepreneurs and those of big corporations, turning them into disruptive and scalable businesses. It has an autonomous and hierarchy-free structure, with the freedom of creating its main innovation and entrepreneurship culture.

Parabolt is building and strengthening the entrepreneurial ecosystem with universities, research institutes, venture capital companies, government agencies and new businesses as well as scalable start-ups. This ecosystem feeds each of the business portfolios, using collaborative platforms that incorporate talent and skills in a flexible manner.



How we do it

Digital companies Our incubations

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

Innovation platforms With companies

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 Innovation Labs

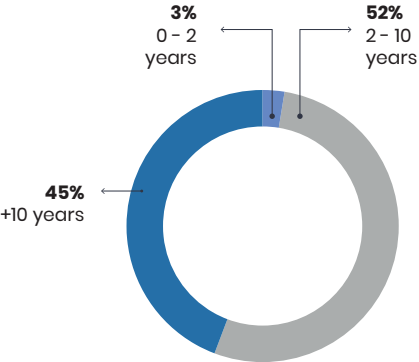
We support entrepreneurs in their adventure: that is why we created Parabolt Innovation Labs, where we help startups to become sustainable companies through our business knowledge, technological expertise and the creation of relationships with global clients.

Our Clients

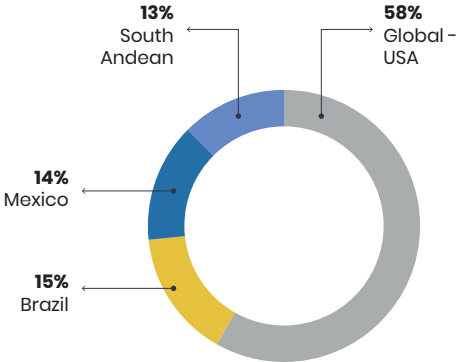
We offer solutions adapted to each business and trade for our clients to be able to launch and execute their own innovation initiatives, providing a framework to define, build and execute new digital companies. We build sound relationships with our clients, sharing the values we have followed since the beginning. These relationships are based on four differentiating strategic pillars:

- Highly personalized account strategya
- World-class implementation
- A clear value proposition
- Innovation and delivery of commitments

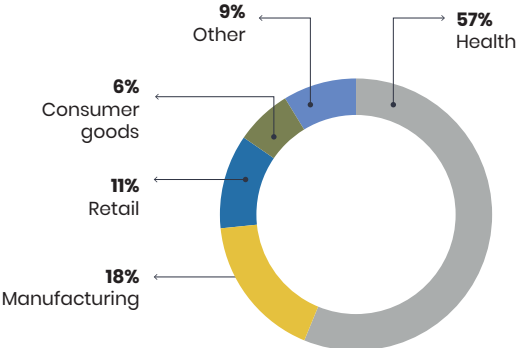
Clients by seniority



Sales by region



Sales by trade



Business Partner Ecosystem

We built ecosystems with our technology partners in each of our main centers: Data Science and Automatic Learning, Process Intelligence, Migration to the Cloud, and Cybersecurity. This ecosystem provides the depth, speed and supplementary skills that give us a competitive advantage in collaborative economy.

Our Global Partner Alliance with BearingPoint, Abeam and West Monroe enables us to have a world-class impact and reach.

DATA SCIENCE & MACHINE LEARNING

Aristas.

SAP HANA

Hortonworks

dremio

aws

ORACLE

DIGITAL TECHNOLOGIES

Udemy

INTERMEDIA

pladema

DigitalOcean

beereal

rackspace.

cepit Carretera de Empresas del Polo de Innovación de Tardá

DIGITAL VENTURES

ArtsSEC
INFORMATION SECURITY

CISCO

OCTAGON
Asset Management

PETERSON CONTROLUNION

INNOVATION PLATFORM



PROCESS INTELLIGENCE



TRANSFORMATION CONSULTING



DIGITAL AIMS



CLOUD JOURNEY



Community

We promote the labor inclusion of Latin American young talents in the digital economy through programs that strengthen skills, capacities and knowledge, focused on the IT sector, as main characters of the change we want to see in the world.

70

We joined efforts with 70 strategic partners globally.

Edu 3.0

We received official recognition from the Government of the City of Buenos Aires for our program Education 3.0, which grants teacher's scoring for attendees.

Formando Futuro

(Fostering a Future)
We developed a training center with J.P. Morgan and Pescar Foundation in our Argentine offices for young talents in social vulnerability.

3.909

3,909 people were benefited by our programs, totaling 13,764 since 2011.

US\$170.602

in social investment, US\$ 1,240,092.9 since 2013.



Formando Futuro

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 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.

Since 2013:

4

countries

872

volunteers

4.770,5

hours of volunteer
service

3070

beneficiaries

“We have already said thanks on the last rotation day, but we wanted to do it again. We could put into practice the theory we learned at school and realized our knowledge was really useful. We could take the first step towards what we will have to deal with next year and I hope it will be this way, because we had a great experience where we felt comfortable all the time and accompanied by you. Thank you.”

Camila Cassano, participant at Formando Futuro by Centro Pescar.



NEW CENTRO PESCAR WITH J.P. MORGAN AND PESCAR FOUNDATION

This year, we opened Centro Pescar with J.P Morgan and Pescar Foundation. This is an education center working inside companies, which provides personal and employment information to underprivileged youth in their last year of secondary school, for the purpose of favoring their full social and labor inclusion.

Among the contents taught to them during these 7 months are: self-esteem/ self-awareness, life project, written and oral communication, time and resource management, teamwork, employability tools, and vocational guidance.

J.P.Morgan



25

young participants

10

schools joined the program

27

volunteers involved donating 245 hours

26

average rotation hours by each participant

7

gA's areas involved through professional practices, providing 229 hours of training

22

Work to Grow

It is an innovative employability promotion model aimed at young people in vulnerable situations with a high potential and specific training for the job, to their first qualified work experiences through internships in enterprises.



Since the beginning:

162

youths benefited

29

volunteers from different companies participated sharing their knowledge and experiences

60

training courses

28

youths inserted in the labor market

22

participating companies

42

group training and follow-up meetings

Education 3.0

We teach cutting-edge technological contents to Buenos Aires and Tandil technical secondary school teachers, enriching work in the classroom with the demand in the current labor market.

105

teachers trained

1.899

youths directly benefited

33.780

youths indirectly benefited

34

volunteers

453

hours of volunteer service

48

benefited schools

“Education 3.0 is an excellent program from inception. ‘Teaching the teachers’ allows you to go further, because when finishing this training, the teacher not only disseminates his or her knowledge to the current group, but he or she will continue to teach during his or her career. This, in turn, implies a great commitment as regards the time invested in the training because the better you manage to be understood, the greater the possibilities for knowledge to be disseminated. I believe that this program must be perpetuated, and those standing before the teachers must have into account the impact they will have.”

Gaston Ariel Morinigo – Volunteer at gA.



Fostering social innovation gA Academy

Training program to improve youth employability in Latin America, providing comparative advantages when entering the knowledge export labor market.

55

participants in 2018 in Argentina and Mexico

84%

of the young people started working for gA in Buenos Aires

They participated in the development of an app for Doctors Without Borders

Agreements with Universities and training centers

Sensibilizapp:

9

young participants

1.548

development hours invested in 2018

24

In Argentina, we created an alliance with Doctors Without Borders for 9 out of the 25 kids that joined our program gA Academy as interns to develop a platform aimed at managing donations for the organization. The project has a Web Portal and a Mobile App for Android.



Hands UP! Corporate Volunteerism

We encourage our staff to generate positive impact on society and the environment through corporate volunteerism actions.

Since 2014:

2.008

Volunteers

7.828

Hours devoted to
volunteer service

7.570

Beneficiaries

In 2018:

505

Volunteers

3.767

Hours

3.181

Beneficiaries

25



**“Knowing that with very little we can favor
the education of so many kids is really gratifying.”**

Person involved in assembling notebooks to be donated
to rural schools in Santiago del Estero, Argentina.

Environment

Our journey towards becoming a B Corporation, as it is aligned with the United Nations sustainable development agenda, promotes environmental innovations in our business model to reduce the environmental impact generated.

7

We raised awareness among our employees on environmental issues through 7 campaigns and workshops.

100%

We have migrated all the staff to a mobile laptop model with more efficient technology.

-9.34%

-9.34% in electric power consumption globally as compared to 2017.

26

3792,86 kg

We have recovered 3,792.86 kilograms of waste, benefiting 9 organizations through recycling.

20

We work with 20 environmental organizations to boost our impact.

75%

75% of double-sided printouts in Mexico.

B

We have made progress in the first stage to work with B certified vendors.

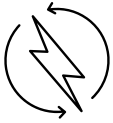
12.600 tn

More than 12,600 Tn GHG saved thanks to the application of the Blue Jeans system.

Green IT

Through our Green IT Program, we seek to reduce the consumption of paper, energy and the carbon emissions generated by our activity, using innovative technologies.

ENERGY CONSUMPTION



9.24%

power consumption reduction



60%

of our machines are less than 3 years old



100%

Replacement of 100% of the light bulbs with LED technology in Mexico, 47% in Tandil, 59% in Buenos Aires, and 80% in Brazil

POWER CONSUMPTION REDUCTION

9.20%

Buenos Aires

5%

Tandil

4%

Brazil

10%

Chile

19,45%

Mexico



PAPER CONSUMPTION

To reduce year over year paper consumption in our operations, we implemented a printing control system together with an awareness campaign with the slogan 'Your paper is double.'

Argentina

45%

of printout was double sided in Argentina

13%

Buenos Aires: double-sided printing increased by 1% and total printouts fell by 13%

24%

In its first implementation, 24% of double-sided printouts were in Tandil

Brazil

54%

of printout was double sided in Argentina Brazil

Mexico

75%

in its first implementation, 75% of double-sided printouts were achieved in Mexico

424.969

total printouts

28

EMISSIONS

- Migration to Facebook Workplace: we changed the internal social media Gain for this new platform.
- VoIP phone system.
- Savings through the Blue Jeans System:

2.235.312
minutes

12.621
tn GHG saved

9.030
meetings

U\$ 10.321.581

- We completed the equipment renewal process, managing to move nearly 100% of the staff to a mobile laptop model with more efficient technology.
- **Server Virtualization:**
2018 **Physical:** 24 **Virtual:** 246
- Travel Requests: We keep using the efficient taxi trips management platform for the EMEA service, benefiting employees with door-to-door pickup.

gA Green Program

Through our gA Green 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. We work to raise awareness about the various environmental problems and implement initiatives to efficiently use the resources of the planet.

Awareness campaigns and workshops

Environmental Day



RECYCLING ACTIVITIES

3.792,86 kg

of waste recycled: paper, plastic, metal and glass

9

benefited organizations

"gAGREENEROS" VOLUNTEERS

29,70%

of staff are "gAGreeneros" volunteers

155

hours of volunteer service

Our value chain

We are committed to generate, share and disseminate knowledge, promoting sustainable practices throughout our value chain. To realize this commitment, we want to:



Mainstream

the sustainability perspective to the company's procurement system.



Develop

initiatives to promote inclusive purchases in the value chain.



Involve

our clients, exchanging knowledge of responsible procurement.

OUR OFFICES

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This summary version includes highlights
of our complete digital Report that can
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*g***A**