

Konecta

KONECTA CORPORATE
RESPONSIBILITY AND SUSTAINABILITY
REPORT 2019





Our greatest Value,
our Human Capital
Konecta, 20 years together



Konecta

Point of contact for questions concerning the content and process of definition of the Annual Corporate Responsibility and Sustainability Report.

Konecta
Calle Serrano, 41
28001 Madrid

E-mail:
mcalvarez@grupokonecta.com

Telephone: 902 193 106

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Chapter 1

MESSAGE FROM THE BOARD

Dear friends,

There is no doubt that the last few years have been really interesting from a dual perspective, one in which we have been both observers and active players of the multiple changes that have taken place at breakneck speed, mainly as a result of technological disruption.

This has also been the case for us at Konecta: in the span of five years, we have experienced exponential growth in both turnover and volume, and we continue our transformation process to boost evolution in our business, and introduce greater flexibility. Uncertainty is the motto of our times, and we need to be prepared to navigate through it.

The first substantial milestone of 2019 was the the renewal of our shareholders. Earlier this year, we managed to close, with the combined efforts of the company's President and the Board of Directors, the acquisition of the Group with the support of a new financial partner, ICG- Intermediate Capital Group-. Their longer-term vision will allow us to continue with our strategic plan, aimed at growing in a focused and selective manner, while remaining committed to exploiting our technological potential and high value-added services.

The success of this transaction highlights the confidence of the markets, based on Konecta's long-standing relationships with large clients and the extraordinary position of the Group in the financial services and telecommunication industries in Spain and Latin America, where we rank among the top leading positions in the



BPO industry in Spain, Argentina, Colombia and Peru, both in terms of market participation and the number of employees.

This focused and selective strategy enables us to adapt to the ever-changing reality we live in, not only in the markets, but also in the political and social areas that may influence our operations. Thus, in 2019, we increased our operations in areas in which we were already present, and dabbled in others that represent tremendous opportunities for growth for Konecta.

One such example was the acquisition of Uranet, in Brazil, and Sum Talk, in Spain. These transactions resulted in market expansion and the incorporation of companies that give us greater value in sectors such as retail and technology, allowed access to new talent sources and tools that are now available for the entire Group, regardless of the country, and that ultimately benefit our clients.

This structural transformation is part of our search for alternatives to the usual way of doing things to support the business of companies, the most traditional and the unconventional alike: we work with partnerships, under schemes adapted to the new economy, which allow us to provide coverage in all the areas to our more global clients, relying on technological advances to ensure our quality standards; driving offshore and nearshore in the US and the Southern Cone; and using digital marketing to contact sectors with which we not often co-exist.

At the operational and organisational level, we focus on two key levers in our strategy to ensure our benchmark position in the market. On the one hand, the development of the In-house Innovation Acceleration Plan, based on the exploitation of our current capabilities, accompanied by our advances in the new digital channels, data analytics, automation, robotics and artificial intelligence with the construction of cognitive solutions. On the other hand, the human and personal component.

In a year when we reached 70,000 employees worldwide during the peak of activity, we know that it is of vital importance to continue investing in our human capital, in their training, digital upskilling and reskilling of the workforce enabling them to perform their duties with greater efficiency, and providing excellent support and advice to improve the customer experience.

If companies are the driving force of the development of societies, our professionals are the backbone that makes it possible. Konecta is a melting pot for multiple nationalities, capabilities, generations. With more than 66 % of women in our workforce, diversity, equality of opportunity and non-discrimination are part of our corporate culture.

We believe that encouraging the integration of groups at risk of exclusion in the productive fabric promotes progress and that is why, working hand in hand with our Foundation, we support the development of projects aimed at this end, in partnership with third parties to multiply the scope of these initiatives.

We work with partnerships, under schemes adapted to the new economy, which allow us to provide coverage in all the areas to our more global clients.

We also ratified our commitment to the United Nations Global Compact, as founding members of the Spanish network in 2004. Our commitment is deployed in specific initiatives aligned with its ten Principles of Action, related to the fields of Human Rights, Labour Standards, the Environment and the Fight against Corruption, as well as with the Sustainable Development Goals contained in the UN 2030 Agenda.

In 2020, we will celebrate our anniversary: this year marks two decades of activity, we are a mature company with a solid history that has learned from its mistakes and taken advantage of the opportunities that have emerged along the way. We are leaders in our industry, thanks to the commitment of our directors and our employees, the confidence from our shareholders and clients, the loyalty of our suppliers, and the collaboration of numerous entities and institutions. Thank you all for these 20 years of achievements, and we invite you to continue to walk with us in the coming decades.

José María Pacheco Guardiola, President
Jesús Vidal Barrio Rivas, CEO

Key Figures

Key Figures

Economic Dimension

Total net Revenue	629,635 (EUR thousands)	2018	756,961
		2017	763,967
EBITDA	55,004 (EUR thousands)	2018	67,553
		2017	75,809
Operational costs	580,110 (EUR thousands)	2018	698,550
		2017	692,298
Economic value distributed	616,508 (EUR thousands)	2018	715,463
		2017	711,505
Income tax paid	3,746 (EUR thousands)	2018	8255
		2017	4249
Public subsidies received and donations	277 (EUR thousands)	2018	452
		2017	280
Contributions to foundations and non-profit organisations -Konecta Foundation-	270 (EUR thousands)	2018	270
		2017	538

Social Dimension

Number of employees	65,924	2018	58,383
		2017	58,062
Percentage of women in staff	66	2018	66
		2017	64.47
Hours of training	6,301,248	2018	5,152,898
		2017	5,349,514
Investment in training	22.27 (EUR millions)	2018	15.29
		2017	14.69

Environmental Dimension

Paper consumption (t) ¹	81.24	2018	101.7
		2017	109.71
Water consumption (m3)	317,743	2018	314,054
		2017	209,294
Power consumption (kWh)	50,082,460	2018	50,501,497
		2017	48,425,157
Hazardous Waste (t) ²	25.19	2018	14.84
		2017	18.01

(1) Data from Spain

(2) Data from Argentina, Colombia Spain and Peru



Konecta, growth and transformation

Corporate Governance

Comprehensive Solutions at the service of our Clients

Sustainability and Innovation

We Connect with our Clients

Certifications and Awards

Konecta

Konecta, growth and transformation

The industry benchmark for BPO and customer relationship worldwide -particularly relevant in Spain, Argentina, Colombia and Peru, where it ranks among the most important companies in the industry-, Konecta has faced 2019 as a year for transformation.

Following the restructuring of its shareholders, the company continues its growth trajectory, both in terms of international presence and volume, with the purpose of consolidating its position among the leaders of the Spanish-speaking market in the sector, through the sum of organic and inorganic growth.

Within the framework of this strategy, Konecta decided to undertake a series of structural changes in 2019. These included the closure of its offices in the United Kingdom to focus its efforts on growing in other markets such as Latin America, United States, Spain, Portugal and Morocco, while investing in new technological developments in areas such as omni-channels, automation, artificial intelligence or data analytics.

In this vein, Konecta acquired in February 2019 the Brazilian company, Uranet, thus increasing its presence in the country and its technological capabilities, by completing its current tools and software offer, which then added to its adaptability and flexibility in the management of interactions (KCRM), omni-channels (Epiron), process automation (Kbots), data analytics applications (Analitika), integrated solutions (IntegrALL), or solutions and services that support consumers.



However, the evolution of the company is not limited to geographic areas. In 2019, Konecta also acquired the Galician company, Sum Talk, with an interesting pool of clients in the retail and e-commerce sectors, which allowed reinforcing this vertical in the company's portfolio.

Other important milestones to highlight include the creation of a network of brokers in Colombia to enhance offshore and nearshore operations with the United States, leveraging the experience and the excellent results that these options have represented for the company over the years, and the forecast of the opening of a new office in Tangier (Morocco) aimed at the Spanish market, to take advantage of the opportunity that this country represents and add to the offer that is already provided in Casablanca to French clients.

Also, it should be noted that, as a result of the excellent management in the development of its operations and generation of new business, in 2019 the organisation reached 70,000 employees during its peak of activity worldwide, and consolidated its position in Peru among the leading companies in the sector, with more than 13,000 employees and a massive growth plan in the local market.

Change as a constant

For some years now, Konecta decided to embrace an important challenge: its continuous transformation, so to become a company capable of going from traditional BPO to an advisory BPO that provides a layer of value to the traditional services stemming from its DNA.

The aim is to improve and adapt to the new demands of the market, in order to become partners and advisers to our clients in the main processes affecting the development of their business -international operations, digital transformation processes, etc.-, through the generation of very powerful links, and establishing long-term relationships of trust.

This transformation is being addressed in three areas:

*Strategic
dimension*

*Organisational
dimension*

*Business
dimension*



Strategic Transformation

In 2019, a Strategic Transformation Committee, made up of senior managers was established. This committee has three main objectives:

#1

Bringing out all non-corporate assets of the company, not just technological developments, but also management models and profiles: around 197 digital assets likely to enter the portfolio of the company, or be applied at the corporate level, were identified.

#2

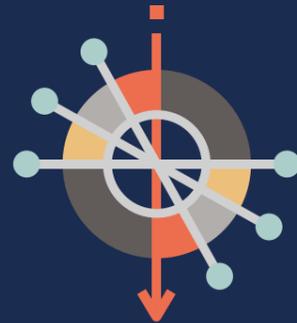
Establishing and defining the strategic assets, through screening and analysis.

#3

Transferring assets and capacities within the Group, putting a procedure in place for their extrapolation to other countries through the figure of a sponsor and receiver.

Additionally, this committee is supported by external consultants who provide options, which may also be of interest to the company.

Strategic dimension



Bringing out Systems, Models and Procedures

External enhancement

Establishing strategic assets

Setting up global projects

Operational Efficiency

Modelling products-services

Innovation Benchmark

Productivity

Solutions

Digital



Identifying capabilities

Company standards

Brand upgrading

Organisational Transformation

The company lays the foundations for a new organisation in which Customer Experience, Innovation, Human Capital and Digital Marketing constitute the main management areas to promote the forecasting and support of clients in their own processes of change.

To this end, a business organisation divided into the following areas was created:

Operations

Factories or sites.

Management control, centralising activities formerly conducted by the services.

Human capital linked to operations.

Digital transformation and efficiency, including analytics, automation, process consulting and digital channels.

B2B and Client Experience, with specialised consultants organised by sector.

Sales & Marketing

Business Support, new business managers and business marketing, using digital channels as an alternative to the traditional means to attract potential clients from less conventional sectors.

Business Transformation

With the goal of positioning itself as an advisory BPO company with great specialisation in different sectors, clients will now enjoy a service with a layer of value supported by analytics, automated systems, process consulting, marketing and digital channels with technological solutions in the cloud.

The current market demands immediacy and proactivity. To cater to its needs, Konecta works in three lines of transformation: strategic, organisational and business.



Experience Consultants Product Specialists



Konecta looks to the future

The lines on which Konecta wants to focus its strategy for the coming years are summarised in:

Boosting premium offshore and nearshore

- South Cone
- US
- Spain
- France

Powering client development and global accounts

- Partnerships with other companies.
- Brokers' network in the US.

Developing the global e-commerce vertical

- Specific management model.

Evolving toward a win-win business model

- Ensuring an excellent management with higher profitability for the client and Konecta.
- Already deployed to several Konecta clients.



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Konecta

Global Distribution 2019

9

Countries

65,924

Professionals

56,032

Positions

62

Platforms

ARGENTINA

8 platforms
4,178 positions
6,584 employees

BRAZIL

4 platforms
5,787 positions
7,611 employees

CHILE

2 platforms
1,757 positions
1,904 employees

COLOMBIA

9 platforms
12,442 positions
14,295 employees

SPAIN

25 platforms
13,940 positions
16,363 employees

MOROCCO

1 platforms
324 positions
120 employees

MEXICO

4 platforms
5,190 positions
4,783 employees

PERU

7 platforms
10,718 positions
13,213 employees

PORTUGAL

2 platforms
1,696 positions
1,051 employees

Konecta

Corporate Governance

Currently, more than half of Konecta's business is abroad, where it delivers services in areas such as banking, telecommunications, insurance, utilities, transport and tourism, and retail.

The company has experienced a strong growth in recent years, and has carried out several operations to increase its perimeter inorganically. Our most important recent operations include the acquisition, in 2016, of the Mexican company, B-Connect, and the largest company in the sector in Latin America, Allus Global BPO. In 2019, the company closed the acquisition of the Brazilian company, Uranet, and the Galician Sum Talk.

With the incorporation of new partners, the parent company is GMM TOPCO CONEXIÓN, S.L. The Board of Directors is made up of 7 members.

50.01 % Apenet and minority shareholders

49.9 % ICG Europe Fund VII Investment S.A.R.L

20 Our greatest Value,
our Human Capital

BOARD OF DIRECTORS

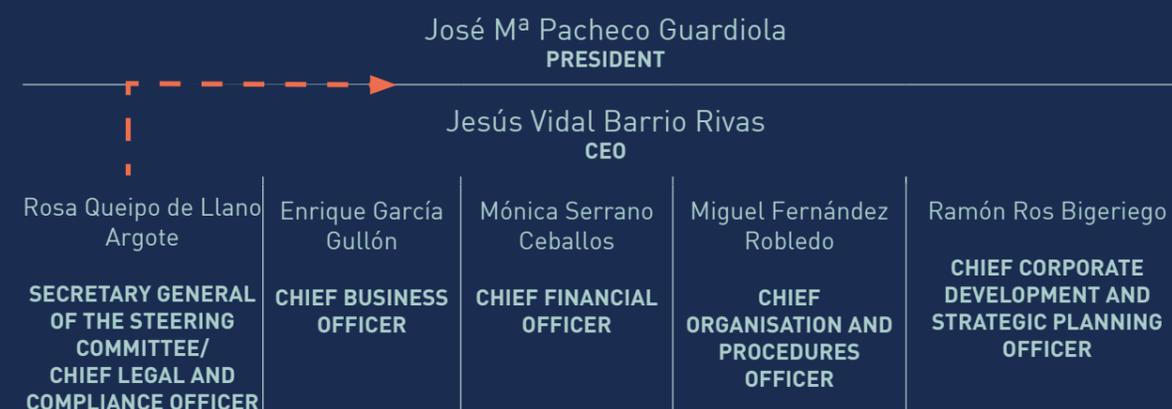
José M^a Pacheco Guardiola	President
Jesús Vidal Barrio Rivas	Chief Executive Officer
Íñigo del Val Torre	Secretary to the Board
Antonio Escámez Torres	Members
Jaime Chocrón Israel	
Pablo Arechabaleta Roca	
Antonio Fernández Esteves	
Antonio Anguita Ruiz	

DELEGATED COMMITTEES OF THE BOARD OF DIRECTORS

Executive Committee

Audit Committee

STEERING COMMITTEE



CORPORATE COMMITTEES

HR Committee	Strategic Transformation Committee
Operations Committee	Expenditure and Investment Committee
Domestic Business Committee	Recovery Committee
International Business Committee	Quality and Environment Committee
IT Committee	Corporate Responsibility and Sustainability Committee

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Konecta

Mission, Vision and Values

Konecta

Innovation

Integrity

Excellence

Professionalism

Sustainable development

GUIDING PRINCIPLES

Commitment to Clients: We put our clients' needs at the heart of everything we do. The client is our point of reference.

Trust and Respect: We work together to create a culture that builds trust and respect.

Achievement and Contribution: We strive for excellence. The contribution of each person is crucial to success.

Openness and Innovation: We are creative when implementing changes in processes that enhance total customer experience, ensuring their satisfaction.

Integrity: We are open, honest and transparent in all our relationships.

Success through collaboration: We collaborate efficiently to provide an outstanding service that provides both our internal and external clients with exceptional experiences.

Readiness and Speed: We have the resources to deploy custom solutions and respond quickly to our clients' requirements.

MISSION

Konecta is an organisation focused on delivering excellence, both in customer experience and innovation. We create innovative solutions for providing comprehensive outsourcing services through a sustainable model that helps create value for shareholders, clients and employees, whilst maintaining a broad commitment to the environment and society.

VISION

Being the world's leading BPO and Contact Centre company, providing our clients and our clients' customers with the best experiences.

Ethics and Integrity

The ethical principles of the organisation, its good corporate governance and professional ethics constitute the pillars upon which the activity of Konecta is based.

In December 2019, the Board of Directors approved the new versions of Konecta's Code of Ethics and the Code of Ethics for suppliers, as well as corporate policies and procedures reviewed and updated to continue to align with the changes that took place in the company and its surrounding environment.

These documents are part of its Compliance Programme: The HR Framework Policy, the Corporate Responsibility and Sustainability Policy, the Environmental Policy, the Policy against Corruption and Money Laundering, the Tax Policy, the Framework Policy on Privacy and Confidentiality, the Equal Opportunity Policy, the Occupational Health and Safety Policy, the Selection and Recruitment Policy, the Security and Cybersecurity Policy for Information Systems.

With this internal normative framework, the company establishes formal and institutional benchmarks containing values that are now integrated into the decision-making process of each of its partners, and which cover a broad spectrum of situations, such as conflict of interest, complaints, bribery and corruption, or money laundering, and include compelling subjects in the current environment, characterised by globalisation and digital communications, such as privacy, confidentiality and the security of personal data.

Konecta sets among its priorities, compliance with the principles that safeguard human rights and equal opportunities, categorically rejecting any discriminatory conduct, both by its staff and by its partner companies.

The company promotes initiatives linked to its area of expertise that contribute to the achievement of the UN Sustainable Development Goals.

#1

KONECTA CODE of ETHICS

- Equal opportunities and non-discrimination
- Respect for people
- Work-life balance
- Occupational health and safety
- Environmental protection and sustainability policies
- Collective rights of association and collective bargaining

#2

CODE OF ETHICS for SUPPLIERS

- Working Conditions
- Professional Ethics
- Corporate Responsibility and Sustainability Policy

#3

SUPPLY CHAIN

Konecta has a specific procedure for approval and procurement in the Corporate Procurement Portal. This ensures compliance with the ethical standards included in the Code of Ethics for Suppliers as well as with the 10 principles of the UN Global Compact and its Environmental Policy.

Konecta is still working on the design of a Compliance Management System -Konecta Compliance Programme-, aimed at ensure the observance of legal and ethical rules governing the company, and instilling this commitment transversely to all staff.

To this end, we have been working on the implementation of the Programme, which included mainly the following tasks during 2019:

#1 Review and update of the existing corporate policies and drafting of new ones, in line with regulatory requirements.

#2 Gradual review of all procedures, protocols and internal guidelines, in order to improve the internal processes of the company.

#3 We analysed the risks inherent to each area and completed risk matrices, updating the existing ones.

#4 We started training and awareness programmes for the company staff in various areas of relevance, such as the protection of personal data and privacy, and the prevention of money laundering.



ETHICS LINE

All company employees can contact the whistleblowing channel to inform the Compliance Committee the detection of any allegedly illegal act or act of non-compliance with the Code of Ethics identified.



Konecta

Comprehensive solutions at the service of our Clients

INNOVATION, TALENT AND TECHNOLOGY

SOLUTIONS

Customer Care Service | BPO Solutions
Back Office | Sales | Social Media |
Default Recovery Management |
Fieldmarketing & Marketing



CUSTOMER SATISFACTION

Customer Care Service

Swiftness, proximity and effectiveness are the key to Konecta's Customer Care Service, managing a broad portfolio of solutions designed to this end, throughout the life-cycle of users' relationship with brands.

BPO Solutions

End-to-end management including the planning and execution of internal front and back-office tasks, and control of the activities carried out by external agents. The aim is to increase the efficiency and productivity of our clients' business processes, providing flexibility for a greater and swifter adaptation to the changes in the market.

Back Office

Comprehensive solutions to optimise processes to support the business. Improvement and automation of routine and repetitive operations based on a prior consulting exercise and on bespoke technological developments that increase efficiency.

20 Our greatest Value,
our Human Capital

Social Media

Wide range of innovative tools that integrate various service channels within a single CRM to manage the needs of users in social networks. This allows managing real-time interactions with customers through Twitter, Facebook, YouTube, among other social networks, thus complementing the traditional channels.

Default Recovery Management

Default recovery management services for companies through multiple channels, and unique and specific technological developments, through a comprehensive process of debt claim management. Their strategies are aimed at achieving the recovery goals established for each portfolio, while preserving end users confidence and the brand image.

Field Marketing & Marketing

Fieldmarketing and marketing outsourcing services, based on extensive experience in the design of strategies and commercial campaigns, as well as in their implementation and follow-up with bespoke technological support.

Sales

High expertise and experience in sales and multi-channel communication, encompassing planning and production, analysis and follow up of the direct and indirect sales processes. Konecta uses powerful digital tools to "listen" to end users, their interests and needs, to be able to offer products and services tailored to their expectations.

SECTORS

*Finance | Telecommunications | Insurance | Utilities | Public
Administration | Media | Retail | E-commerce | Education |
Health | Pharma | Tourism | Transportation | Automotive Industry*

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our Human Capital

Konecta

Levers on which we work



Sustainability and Innovation

Looking forward, one of Konecta's most important challenges is to further increase its efficiency and excellence standards in all its processes, whether operational or administrative, to achieve an increased productivity and profitability for both the company and its clients, as well as to provide more agile and decisive solutions for the end user. The ultimate goal is to improve its competitive positioning in the market.

To do this, over recent years, the company has been working to enhance its current offer and make it more digital, comprehensive and cognitive, through the incorporation of solutions based on artificial intelligence, analytics and robotics, so to ensure a connected, automatic and omni-channel-oriented experience to end users.

As already mentioned, during 2019, we began to structure an articulated work group made up of the different countries where the Group operates, with the aim of achieving greater competitiveness as a global organisation by implementing a sustainable model for transforming the business through innovation, knowledge and skills management and the transversal deployment of digital assets.



Identification of digital assets

Nearly 200 mature and valuable assets for the market



First selection for exchange

16 assets selected to be exchanged among countries



Work teams

Sponsor by country and work teams made up of people of the country owning the asset and the country intending to adopt it



Work plans

Individual project planning and progress monitoring



Improvement of the portfolio

Upgrading of the delivery of digital solutions as a group

The assets to be exchanged include analytical models, process automation, the incorporation of comprehensive solutions for Contact Centres and **BPO**, such as **IntergrAll**, **KCRM** and **Epiron**, as well as models and tools that promote operational excellence, i.e., **Jarvis**, **Cosmos** and **TEO** of the Management Control area.

Similarly, the project covers collection management platforms, such as **Event**, where tracking is optimised for each client, and messaging and automatic dialing platforms with higher levels of contactability and effectiveness in outbound campaigns, among others.

CREATION OF KNOWLEDGE UNITS

> WORK TEAMS

- Definitions of roles by country to ensure deployment of the digital asset.
- Creation of work teams from different countries for deployment projects.

> KNOWLEDGE PORTAL

- Creation of the content and documents about the digital asset.
- Single meeting point for consultations and knowledge creation.

> COLABORATION

- Knowledge sharing.
- Support for enhancements and doubts.
- Recognises and suggests opportunities in other processes.

> KNOWLEDGE UNITS

- Teams responsible for assessing and improving digital assets and capacities on a permanent basis.
- Share and create knowledge consistently.
- Report to the CEO of the country owning the digital asset.

Those persons who have a wide knowledge of each digital asset have turned into knowledge units responsible for creating a Collaborative Knowledge Portal



Technological solutions

During 2019, we maintained a high activity in innovation for new tools, giving continuity, depth and greater structure to various solutions based on artificial intelligence that were already underway since 2018.

Among the solutions developed in 2019, specifically in Colombia, are the Virtual Agents and Assisto.

RELEVANT SOLUTIONS 2019

VIRTUAL AGENTS

- Deployed to more than 13 clients.
- Over 1,200,000 conversations handled per month.
- Efficiency of up to 50 % in problem solving during first contact.

ASSISTO

- Integration of digital channels used to contact customers from a single platform.
- Deployed to more than 33 clients.

These new solutions, in particular, Virtual Agents, earned the Company recognition as an innovation project by Colciencias, a Colombian organisation funding science, technology and innovation.



Among the rest of solutions implemented in recent years in several countries, it is worth noting the good results of the following:

K-ACE

Solution designed entirely by Konecta for multichannel back office management in KCRM. K-ACE allows the scaling, prioritisation and allocation of tickets to agents in an effective and controlled manner, thanks to its agent interface and monitoring dashboard.

VALIDATOR

Automated file management system that allows configuring the extraction, transformation, validation processes and loads in any of the corporate CRM processes.

108 M Loads

98 % Error-free loads

350 % Reduction of the loading time for massive files

EPIRON

(Social Media and Digital Channels Solution)

Management of digital channels and social networks for providing solutions to clients with large volumes of interaction. Similar to a telephone management model, it generates cases that are automatically distributed to agents for handling.

35 Clients

66 Mill. Comments handled

8.5 Mill. Cases

12 Communication channels

224 Accounts handled

KBOTS

(Automated Processes)

Robot ecosystem with more than 480 RPA automation processes to improve service efficiency.

484 Robots

+65 Mill. Annual executions

94 % OK executions

+60 Services

KCRM

(Customer Relationship Management)

Contact management via multiple communication channels.

12,400 Users

240 Mill. Annual interactions

1,700 Active services

9 Countries

EVENT

(Interaction Management Center)

Collection and recovery management across multiple communication channels.

76 Agents

267 Thous. Annual interactions

19 Services

3 Countries



“EPIRON SOCIAL MEDIA” NEURAL NETWORKS

Implemented in 2019 on a client from Argentina, the solution consists of an automation process through intelligent bots for automatic case closure, without the need of social media management. It aims to improve customer care processes, while contributing to improve the efficiency and profitability of the channel.

Throughout the year, four types of neural networks were launched, thanks to which:

- 8 % of cases are handled automatically without the intervention of a consultant.
- There has been a 2-hour improvement in the AIRT (average initial response time) in the customer service channel for Facebook and Twitter.
- 1,983 hours / agent have been optimised (with a productivity of 10 cases per hour).
- Improved satisfaction of the channel thanks to the decrease in the AIRT.

HACKATHON

Digital Transformation Projects

Konecta Peru Hackaton. The main objective of this programme is to invite employees engage in our innovation process and be catalysts for creativity. The call is open to internal and external teams, and suppliers or any team with computer software development capabilities may also participate.

HACKDAY

Digital Transformation Projects

3rd edition Konecta Colombia Hackday. This time, under the slogan “Power in your hands”, the challenge was to develop an application containing digital signature, authentication and digital contract, for a better experience for end users. The main objective of the event is to identify innovative talent that join the development teams of the company. Thus, on this occasion, 75 professionals from different areas of engineering, programming and application development met in Medellin, to solve the challenge posed.

KONECTA SOFTWARE FACTORY

Digital Transformation Projects

At the innovation laboratory of our Group, Konecta Software Factory Medellin, a team of specialists designs all kinds of technological solutions with artificial intelligence as the core to meet the demand from different sectors and the future development of the business.

12 % More professionals on average than in 2018

6 Corporate applications

6.9 % Increase in productivity in 2019

172,280 Capacity hours

December marked the beginning of the “Talent Seedbed”, a call seeks the promotion of internal staff with technological expertise, who are offered different training options that give them the opportunity to participate in selection processes and, thus, fill vacancies at Medellin’s Software Factory.

Konecta

We Konnect with our Clients

Our Process management approach, focused on continuously improving customer satisfaction, and developed by Konecta, is based on the Quality Management System pursuant to the requirements of the ISO 9001 standard.

In 2019, we worked on quality and efficiency improvement plans, with a business vision aligned with the direct impact on cost reduction.

This project is part of a shift in the focus of analysis, which now revolves around the actual calibration of the client needs with those of the agents, with a customised approach that encompasses training and a more efficient and agile documentary support.

KONECTA SPAIN

Following the improvement actions implemented in the appointment services of a major company, reached a remarkable cost reduction with an impact on productivity improvement by 13.78 %.

KONECTA CHILE

Has an automated system to enhance control and traceability of the data included in the indicators, which may be viewed from Spain.

KONECTA BRAZIL

Offers innovative solutions that drive the brand value of the company, to allow achieving positive results in operations, based on quality indicators. One of the major milestones of 2019 was the Monitoring Panel: a report on the indicators generated by the Quality department for the support of operations.

KONECTA MEXICO

Renewed its certificate of quality and updated, in 2019, the scope of the certificate that now covers all processes and includes all types of services.

KONECTA PERU

Extended its certification to the Crillon office, thus reaching 5 offices certified under ISO 9001: 2015



Customer Experience

Konecta Spain's Customer Experience strategy throughout 2019 focused on developing and evolving its current initiatives in accordance with the three pillars of its model: CXB2C (Business to Customer), CXB2B (Business to Business) and EX (Employee Experience).

These initiatives seek to establish a basis that allows acting in a more aligned and fluid fashion in 2020 and 2021.

Spain

Internal consulting services are performed in order to define the development priorities of operations.

B2B

The company is evolving toward an operational CX which helps align customer experience with the business, in order to introduce improvements through the definition of more productive experience metrics, and the identification of critical paths and cycles of interaction.

Service consultations were conducted in 2019 for 7 clients, thus closing the entire cycle from analysis to the monitoring report.

EMPLOYEE EXPERIENCE

The company developed, in 2019, an internal process, namely, VoE (Voice of Employees), that shows the status of the agent's experience and the structure of the service in the various different stages of the relationship and its evolution with regard to Konecta, thus providing the client an expert insight of the business that results in the delivery of valuable information to improve internal management processes in the different MOTs (Moments of Truth) handled by the service.

B2C

Development of quality models offered in services by incorporating feedback processes that facilitate a 360o customer vision, focused on the most critical processes, so to allow achieving results applied at the agent level in real time, and greater success in the effectiveness of the coaching conducted in operations.

This upgraded model was deployed to the first client in Portugal throughout 2019, and provided not only the customer experience vision to the contact centre, but the extension to the whole process, with the integration of the external actors involved.



CX featured projects

Smart Experience Centre

Argentina

In the second half of 2019, a Smart Experience Centre was created at Konecta Argentina to respond to the following matters:

- Understanding transformation as systemic and achieving a comprehensive CX vision.
- Integrating objectives, plans and methodologies, always aligned to the CX vision and strategy.
- Clearly defining what method and technique to use and when, depending on what needs to be addressed from a CX perspective.
- Creating new skills in people and the organisation as a whole.
- Analysing the evolution of the business and methodologies to anticipate new applications in the organisation.
- Positioning itself as a high-value company.

CX Forum / CX Maturity

Argentina

Also in Argentina, the CX Forum was held in 2019. This is a multidisciplinary event in which, through new techniques and models, a list of innovative actions and ideas that eventually became part of important projects developed during the year, was drafted.

Regarding customer experience, a CX Maturity diagnosis was carried out to define the next steps to be taken, including the merging of the Quality and Training Department to determine a single operational Experience and Training Department.

The mission of this Experience and Training Department is to manage customer experience through the implementation of models that create value in operations and clients, from the initial training to the ongoing operational support.



KCEM (Konecta Customer Experience Manager)

Spain

Konecta has fully developed a CX tool for managing customer surveys, which was launched to clients from different channels (e-mail, SMS, web, phone, etc.), to be able to detect any impact on the on-line services, and explore the data pertaining to the main indicators on satisfaction, recommendation and difficulties reported by clients.

18 New survey services

919,283 Respondents

468,233 Surveys answered

Experience management

Colombia

Konecta Colombia set the development of an Experience Management strategy as an organisational capability as one of its goal to enable the development of their businesses with two innovative initiatives:

“Escuchar” Programme

Transformation of the experience assessment process with the incorporation of speech and text analytics that allow massive and automated processing of interactions, improving the analytical behavior of end users, generating an agile business insight that leads to clients and operations being able to manage experience in a timely and focused manner.

“Elemento K” Project

Transformation of the learning process by incorporating artificial intelligence, gamification and the digitization of educational content to align the skills and expertise of consultants, who are responsible for promoting the brand promise to customers.

“heroES” Programme

Colombia

One more year, Konecta Colombia emphasises training as the ideal vehicle to share its differential and bespoke strategy of relationship models, in order to fulfil the promises of the company’s brand and secure client loyalty. To this end, the following initiatives were developed in 2019:

CXM Talks. #CXWEEK: Space to learn about the Customer Experience Management strategy. Held in Medellin and Bogota, the event achieved a 95 % satisfaction level among attendees.

Voices to Transform Experience: Strategic impact of Konecta’s VoC programme.

Escuchar+: To identify and have a clear understanding, as well as raising awareness about the standardization of experience.

Conversation with a Service Strategy expert: with the participation of experts and researchers in areas such as Service Strategies and Experience.

Customer Satisfaction

Konecta uses surveys to track the level of customer satisfaction and these results are analysed by departments and business units, in order to gain knowledge, in a timely manner, of the levels of recommendation or detraction related to the services offered, by means of reviewing the opinion and perceived value by its clients, with respect to the company's different business processes, to make strategic decisions that foster improvements aimed at increasing said satisfaction.

COLOMBIA: *The clients' recommendation indicator improved from 51.6 %, in 2018, to 63.3 %, in 2019. Participation rose from 75.4 % to 88.02 %, compared to the previous year.*

Satisfaction Survey Results - 2019*

Participation: : 88 %	<i>Argentina</i>
Overall satisfaction TTB (Top Two Box): 88.1 %	
NVS (Net Value Score): 43.8 %	

Participation: : 88.02 %	<i>Colombia</i>
Overall satisfaction (Top Two Box): 89.01 %	
NPS (Net Promoter Score): 63.3 %	

Participation: : 60 %	<i>Mexico</i>
Overall satisfaction TTB (Top Two Box): 87.5 %	
NPS (Net Promoter Score): 37.5 %	

Participation: : 73.17 %	<i>Peru</i>
NPS (Net Promoter Score): 65 %	

MEXICO: *A 4.2 % increase in the NPS compared to 2018 (33.3 %) is reflected.*

*No satisfaction surveys were conducted in Spain and Brazil in 2019.

The data from Portugal and Chile was not included, in view of their low levels of participation, which are deemed not representative (13 % and 14.3 %, respectively).

Explanation of indicators:

TTB (Top Two Box): Sum of the percentages of the two highest scores within the valuation scale.

NPS (Net Promoter Score): indicator measuring satisfaction with regard to a product or service.

NVS (Net Value Score): indicator that measures perceived value by customers when compared to other companies.

BRAZIL

In 2019, Konecta Brazil performed an analysis of end users' experience with a new assessment notion that links the brand, the agent and the user through a survey that uses IVR technology. It rates, in a scale from 1 to 5, what the service experience provided is; the responses obtained provide information enabling a diagnosis that contributes to the generation of internal solutions and for clients.

EXPOCONTACT

With the title "Listen, Analyse, Transform", Konecta Spain organised the fifteenth edition of its benchmark conference, Expocontact, aimed at major clients and service providers of this industry.

This time around, the event addressed key issues for the sector, such as the needs for increasingly demanding customers seeking omni-channel solutions, as well as technological challenges, with a special emphasis on artificial intelligence, big data or automation.

Among the relevant conclusions of the event is the need for calibrating the coexistence between robots and human capital, which was one of the interesting discussions included in the programme. Human capital was highlighted as a fundamental part of this formula, that it is compatible with the technological advances and developments.

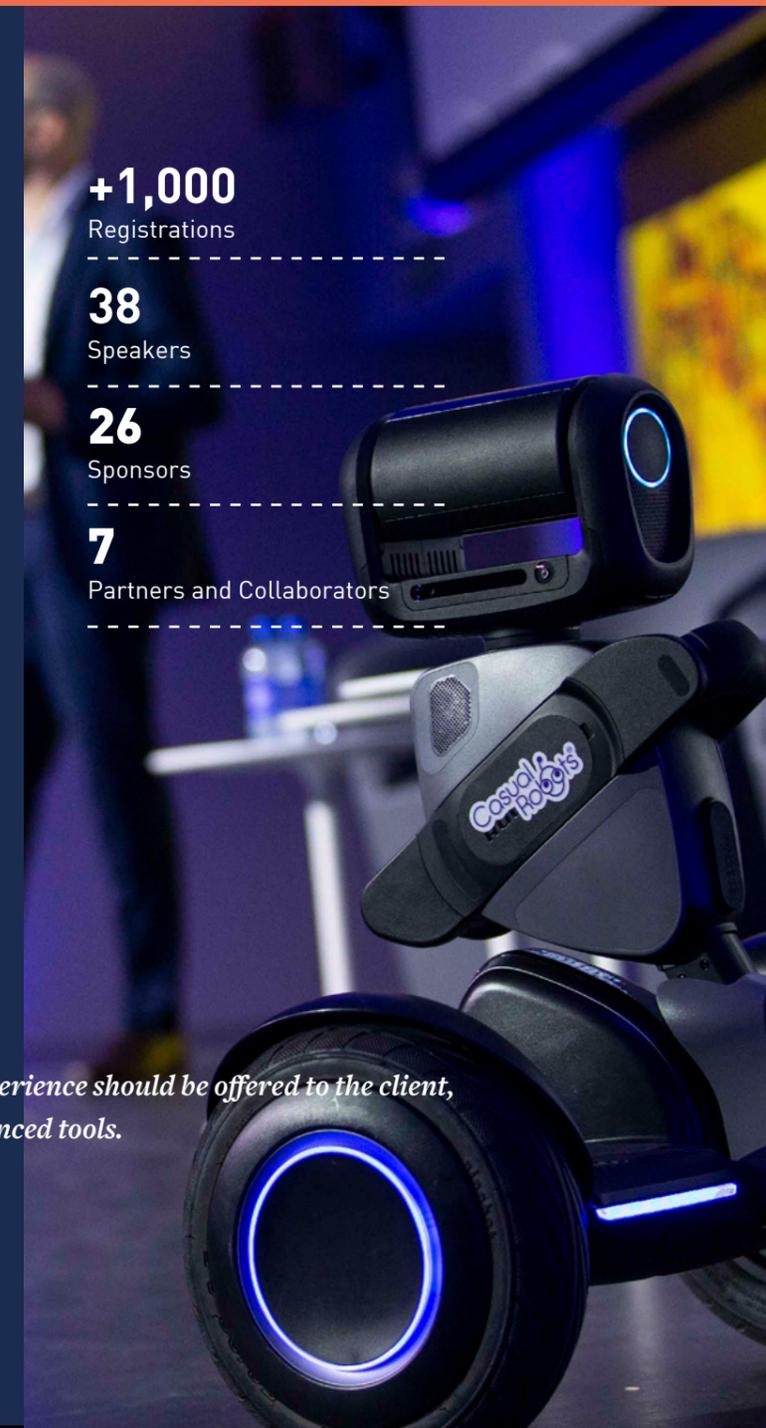
Speakers agreed that the best possible experience should be offered to the client, listening and offering them the most advanced tools.

+1,000
Registrations

38
Speakers

26
Sponsors

7
Partners and Collaborators



Certifications and Awards

Certifications 2019

ISO 9001

Quality Management System

Chile

ISO 9001

Quality Management System

Colombia

ISO/IEC 27001

Data Security

Certificate for Social Responsibility - Fenalco Solidario

Silver Seal - Equipares Employment Equity

ISO 9001

Quality Management System

Spain

ISO 14001

Environmental Management System (3 Platforms)

ISO 22301

Business Continuity Management System

PCI - DSS

Payment Card Industry Data Security Standard

ISO/IEC 27001

Data Security

ISO 9001

Quality Management System

Morocco

ISO/IEC 27001

Data Security



Certifications 2019

Certification from the National Institute for Transparency

Protection of B-Connect data for the AMEX service

ISO 9001

Quality Management System

ISO/IEC 27001

Data Security

World-class Global CIC model

PCI -DSS

Payment Card Industry-Data Security Standard

NMX-025

Employment Equity and Non Discrimination Policy

Distintivo ES

Socially Responsible Company

EFR

Family Responsible Company

ICREA

International Computer Room Experts Association - Levels I and II

Mexico

ISO 9001

Quality Management System

Presente Certification - 2019. Awarded by the Presente Organisation to recognise the company as one of the best workplaces for LGBTIQ+ talent

Great Place To Work for Women Certification, October 2019 - September 2020. for providing worldwide world-class work experience to its employees

ISO 45001

Occupational Health and Safety Management System

ISO/IEC 27001

Data Security

Peru

ISO 9001

Quality Management System

ISO/IEC 27001

Data Security

Portugal



Awards and Recognitions - 2019**PAMOIC****GOLD**

Best sales strategy
Best collection strategy
Best operating strategy for the citizen sector

SILVER

Best technological contribution
Best social responsibility contribution
Best multi-channel strategy

BRONZE

Best human capital management
Best business outsourcing operation

ALOIC**GOLD**

Best multi-channel strategy

SILVER

Better customer experience strategy

*Argentina***ALOIC****SILVER**

Best technological contribution for Konecta Software Factory

BRONZE

Best strategy in organisation for Konecta Software Factory

NATIONAL AWARD FOR EXCELLENCE IN THE CONTACT CENTRE AND BPO INDUSTRY**GOLD**

Better customer experience strategy
Best human capital management
Best outsourcing company
Best collection strategy
Talent of the Year Award to the Director of Analytics

SILVER

Best social responsibility contribution
Best export management

BRONZE

Best technological contribution
Best contact operation and call centre

*Colombia***Awards and Recognitions - 2019****APEXO EXPERIENCE AWARDS**

Better customer experience operation

ABE AWARDS

Best training and development of people programme
Best benefits programme

PERU EXPORTS SERVICES AWARDS

Entrepreneurial innovation

1st place in the PAR PERU ranking. Ranking for gender equality in organisations out of a total of 275 participating companies

1st place in the PAR LATAM ranking out of a total of 595 participating companies

MOVISTAR C - Telefónica

Quality in assistance

ESSALUD HEALTH-FRIENDLY ORGANISATION

Healthy lifestyle habits

GRTP E LAMBAYEQUE for its commitment to labour inclusion of people with disabilities

MUNICIPALITY OF LIMA recognition for the promotion of youth employability through the "Contacto Joven" Programme

*Peru**Spain***AERC'S FORTIUS AWARDS 2019**

Best customer care and support agent

Best recovery agent

VODAFONE

Best agency 2019 - Micro-enterprise customer care service

2019 SOLIDARITY AWARDS TO KONECTA FOUNDATION

Awarded by CaixaBank for its trajectory in the field of philanthropy and for its extensive experience in these areas, which bear witness to its permanent commitment to society

INSURANCE SOLIDARITY AWARDS TO KONECTA FOUNDATION

In recognition of the "Juntos por la danza" project of the "Sindrama" Association, aimed at integrating people with disabilities through dance and performing arts

Affiliations to Professional Associations - 2019

Argentina

Argentinian Chamber of Contact Centres (CACC)
 Latin American Alliance of Organizations for Customer Interactions (ALOIC)
 Argentinian Institute of Corporate Social Responsibility (IARSE)
 Business club committed to the inclusion of persons with disabilities (CEC)

Colombia

Colombian Association of BPOs (BPRO)
 Colombian Association of the Collection Industry (COLCOB)
 Solidarity Fenalco Corporation
 Colombian Federation of Human Management (ACRIP)
 Colombian Institute of Technical Standards (ICONTEC)

Spain

Association of Customer Experience Companies (CEX)
 Spanish Association of Customer Relationship Experts (AEERC)
 Spanish Global Compact Network
 Inserta Responsible Forum
 Companies in favour of a Society free of Gender-based Violence, Ministry of Health, Social Services and Equality
 Business Council Alliance for Ibero-America (CEAPI)
 Business Confederation of Andalusia
 Chamber of Commerce of Seville
 Spanish Association of Foundations (Konecta Foundation)

Affiliations to Professional Associations - 2019

Peru

Chamber of Commerce of Lima
 American Chamber of Commerce of Peru (AMCHAM)
 Spanish Chamber of Commerce in Peru
 Peruvian Association of Customer Experience Companies (APEXO)
 Peruvian Association of Human Resources (APERHU)
 National Confederation of Private Business Institutions (CONFIEP)
 Corporate and Disability Network
 Association of Women Entrepreneurs (AMEP)
 Aequales Community
 Peru Pride Connection
 "Presente" NGO

Portugal

Portuguese Contact Center Association (APCC)
 Portuguese-Spanish Chamber of Commerce



Human Capital

Quality employment

A healthy company

Our social dimension



Purpose-driven company:

Our social dimension

Thanks to its large staff, distributed in many countries, Konecta houses different profiles: multi-cultural, multi-generational and multi-skilled.

This is a result of an inclusive and enriching work environment in which all professionals can develop their skills and reach their potential, and which guarantees equal opportunities and diversity, respect, and workers' rights, as well as occupational health and safety.

Over 65,000 Employees

66 % Women in the workforce

6,301,249 h Training in 2019

20 Our greatest Value,
our Human Capital

To do this, the company focuses many of its actions on human management and sustains its strategy on:

>
Quality employment | Welfare and work-life balance
<
Equality and integration | Talent attraction | A healthy company

With regard to Konecta's contribution to society, the lines of action for social responsibility have been drafted within a framework of international cooperation among its various offices and paying particular importance to initiatives related to groups at risk of exclusion, with special emphasis on people with disabilities.

VISION

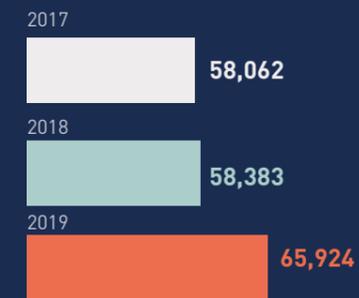


Our social dimension

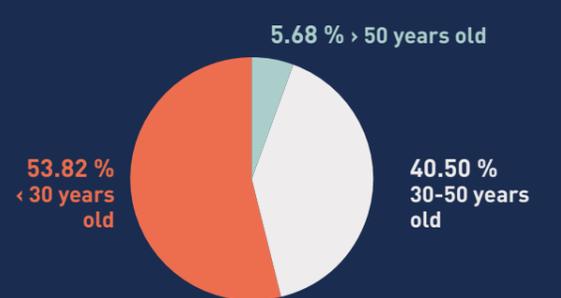
Human Capital

The talent and commitment of Konecta employees is its main competitive advantage.

Number of employees

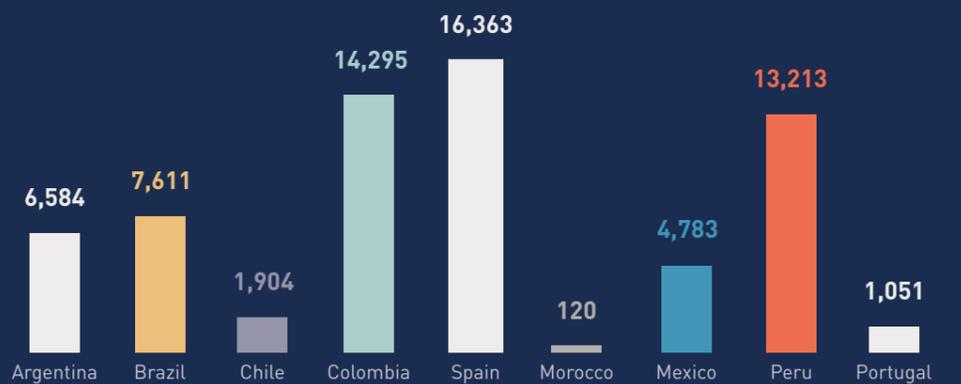


Distribution by age

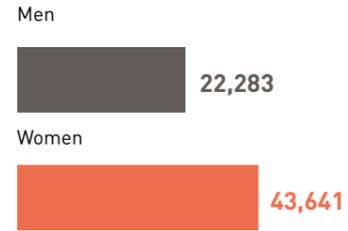


*In 2019, the age range changed with respect to previous years.

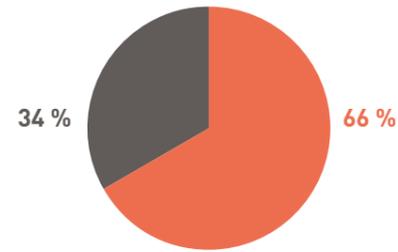
Number of employees



Number of employees by sex



Distribution by sex



1.96

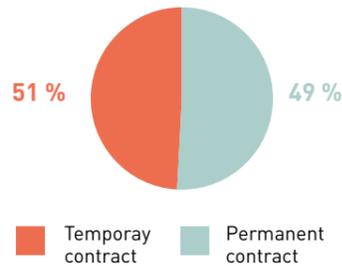
women hired for every man.

over **50 %**

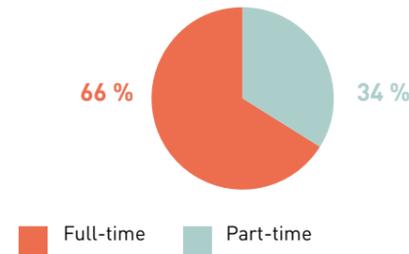
of the workforce is under 30 years old.

As for activities, only 8.4% of the activity has been outsourced, thus proving Konecta's extensive self-sufficiency.

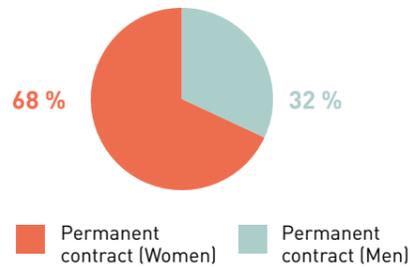
Distribution by contract



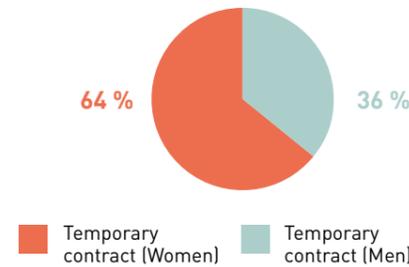
Annual average of contracts by type of working day



Distribution of permanent contracts



Distribution of temporary contracts



SPAIN

The Human Capital Department is organised into several projects to achieve a more centralised model:

Recruitment	Improvement of the employee experience	Development	Corporate identity
Adjustment of selection criteria to the new business model.	Welcome Manual. Monitoring of approval indicators.	Boosting in-house up-skilling. Adaptation of roles and services.	Reinforcing corporate culture.

COLOMBIA

The Personnel Department has implemented in the last two years several projects to improve the quality of life of employees:

Talent attraction	Improvement of the employee experience	Development	Corporate identity
Make fans: brand positioning for talent acquisition with a swift response through the digital omni-channel platform, Magneto .	Make it Easy: Process improvement. Make it Special: Parce Business Programme. HR representatives in each department to support employees and address their concerns	Enhancement of business skills among inexperienced personnel. Kbuild Programme: Specialised training for leadership performance.	Human resources Management and Policy.

PERU

Konecra Peru's strategy for managing its human capital consists of the following areas:

Talent management	Work Environment	Equality and integration	Upgrading of workstations
Managing and promoting the talents among middle and senior managers. Enhancing women's leadership through the Life Programme .	Assessment of the work environment. Benchmark with Peruvian companies.	Promotion of labour integration. Contributing to the professional development of vulnerable groups. Promoting a non-discriminatory culture.	Adoption of new technologies focused on automation and virtualisation.

Our social dimension

Quality employment

The actions carried out by Konecta in 2019 had the objective of generating quality and inclusive employment, focused on retaining and attracting talent.

Each year, Konecta conducts work environment assessments among its employees to understand the variables that influence satisfaction, and design, under these premises, strategies to attract and retain employees who are both motivated and productive.

Similarly, in some countries, the company has an in-house Customer Service for swiftly managing requests or solving any doubts that our professionals may have, either on-site or using digital tools. Innovations such as Mi Portal, in Argentina; the Klara virtual chat, in Colombia; Docexpreso, in Spain, and iRequest in Peru, are a true reflection of the efforts of the company to use technology for the benefit of its workforce.

Konecta Peru opts for the Great Place to Work model survey, while the rest of countries prefers a method based on internal surveys, the results of which are used to develop improvement actions.



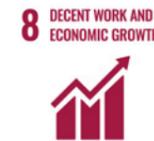
Upon completion of the work climate survey, Konecta Argentina shared its results with the Operations Department and held meetings with managers to identify opportunities for improvement and give visibility to the efforts made by the company over the year, in order to enhance the welfare and satisfaction of all employees.

COLOMBIA

Konecta Colombia created a technological platform called "Zentir", where employees can share how they feel and the reason for said feeling through 6 active emotions: joy, sadness, anger, fear, inspiration and tranquility.

The use of this tool is optional and received very positive responses in 2019.

PERU



Konecta Peru won the first place in the ABE Awards 2019 in the categories of Best Benefits Programme and Best Training and Personal Development. This award seeks to recognise the outstanding contributions of good labour practices, taking into account respect for workers, their impact on the company and society and their internal scope.

Moreover, it has made available to its employees the "Konectados contigo" programme, through which a set of benefits related with career development, performance and recognition, work-life balance and health are given to 100 % of the workers.

As is the case with Colombia, Konecta Peru has an initiative, "La voz del colaborador", aimed at identifying the needs of employees and co-create solutions, implemented with the digital transformation team, that endure the best work environment. In 2019, 25 sessions were held and 5 actions were developed.



MOST SIGNIFICANT DATA

83.7 %

Employees satisfied with the work environment in Argentina

82 %

Participation in Peru

78.94 %

Konecta is a great place to work Colombia

72 %

Average satisfaction score in Brazil

SPAIN

In November 2019, the KonecerT pilot project was launched. The objective of this innovative programme is to select structural employees (such as coordinators, heads of department, or supervisors) depending on their capabilities, experience in the company, desire for growth, to promote them to staff departments.

The project includes support for each employee during their journey through coaching processes, and the analysis of their concerns and training needs.

COLOMBIA

December marked the beginning of the "Talent Seedbed" initiative, which consists of a call that seeks to promote internal staff with technological expertise, who are offered different training options that give them the opportunity to participate in selection processes and, thus, fill vacancies at Medellin's Software Factory.

186 Candidates registered

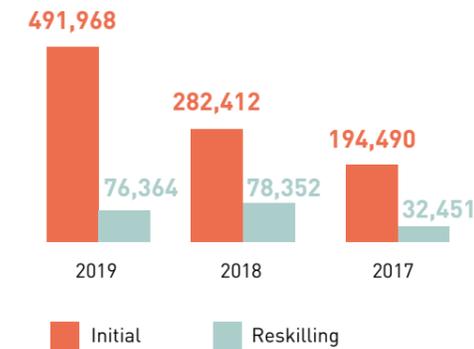
Training

As in previous years, Konecta conducted comprehensive training plans in each country, both on face-to-face and e-learning formats, aimed transversely to all employees, regardless of the company to which they are attached, with a special focus on operational and additional training in leadership, professional skills, and further training plans related to diversity and integration.

Over € 8M invested in training in Spain.



Operational training hours*



Additional training hours



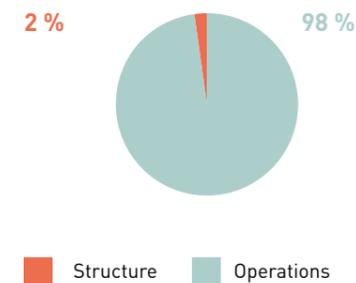
*Data from Konecta Spain

INTERNATIONAL

Distribution of training hours



Training by category



Hours of Training

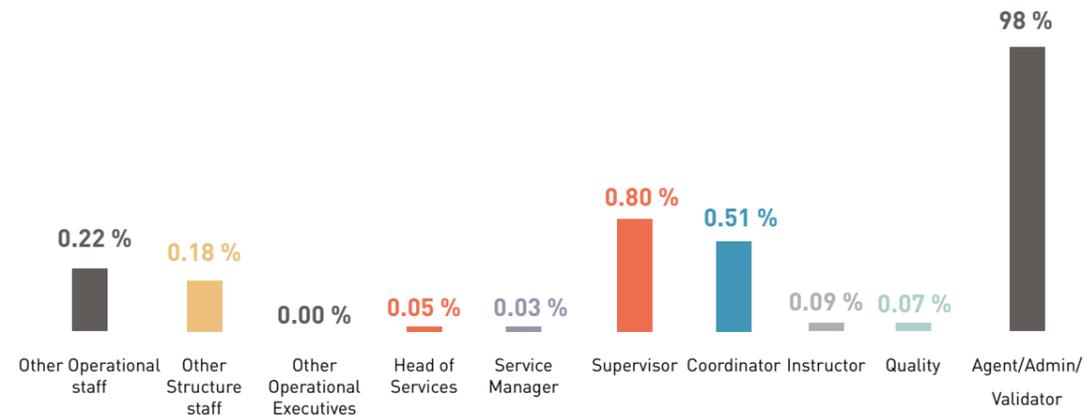
Chile	133,089
Argentina	393,114
Brazil	422,581
Colombia	2,490,833
Spain	684,902
Morocco	3,966
Mexico	583,753
Peru	1,544,720
Portugal	44,291
Total	6,301,249

22,269,657 €

*Invested in training in 2019 including cost per hour / person



Distribution of training hours by professional category



PERU

In 2019, Konecta Peru sought to optimise the time devoted to training and adapt to new training methodologies. To do this, the branch is designing a tool, On boarding, that will use simulators, interactive tutorials capsules and YouTube videos, with the aim of reaching all employees and using gamification as one of its driving forces.

In application of its annual training plan, “365 Liderando Equipos”, the company has made an effort throughout the year to train their middle and senior managers to strengthen skills such as leadership, teamwork, communication, experience for collaborators, creativity, innovation and digital transformation.

ARGENTINA

Konecta Argentina launched the Eureka Platform, the first virtual training centre for the entire company in the country. Said platform includes training in soft and hard skills for all employees, supported in the development plan.



COLOMBIA

Konecta Colombia launched a training programme on subjects related to Digital transformation, in which 41 managers and 15 directors participated. This programme was aimed at increasing competitiveness in this new technological era.

An important part of the company’s efforts in 2019 were targeted at strengthening leadership skills in response to an identified need of delving into the role of middle management, not only in the operational aspects, but also in the assertive management of their teams. With the exception of Portugal and Morocco, due to organisational changes, all countries have initiatives in this line.

Konecta’s training programmes for leaders

<ul style="list-style-type: none"> Training programme for middle management <ul style="list-style-type: none"> > Enfokados+ training programme > Business school for managers and heads of departments Launch of the Eureka Platform Workshops with leaders 	<i>Argentina</i>
<ul style="list-style-type: none"> Leadership School for supervisors 	<i>Brazil</i>
<ul style="list-style-type: none"> Leadership Academy for supervisors 	<i>Chile</i>
<ul style="list-style-type: none"> Training Programme on Digital Transformation Career plan 	<i>Colombia</i>
<ul style="list-style-type: none"> “KonecerT” Project 	<i>Spain</i>
<ul style="list-style-type: none"> “Atrévete” course 	<i>Mexico</i>
<ul style="list-style-type: none"> School of Leaders Training Plan for Leading Teams LIFE Women’s Leadership Training Plan 	<i>Peru</i>



Welfare and work-life balance

Konecta continues to work to positively impact the life of people that make up the company. In this vein, Konecta designs strategies to promote greater identification of employees with the company, increase their satisfaction to improve the working environment, and retain active talent.

This culture of responsible business is broken down into different activities, plans and projects implemented in 2019:

COLOMBIA

WELFARE

Savings Plan for the future.

35 Business Partners (support and consultancy for collaborators).

Employees' Fund (7,611 affiliates nationwide).

Financing plans in health, education and housing.

Organisation of K Days: monthly sessions with heads of departments and their teams.

School for Happiness.

WORK-LIFE BALANCE

Emotional ticket book for administrative staff, enabling them to enjoy flexible work hours.

Telework pilot project.

Creation of breastfeeding rooms.

Priority choice in holidays for parents.

SPAIN

HIGHLIGHTED MEASURES

Reduction in working hours for parents..

Nursing leaves.

Priority choice in holidays for parents.

Flexible schedules.

Possibility of adoption leaves.

Telework.

Increased leave days for childbirth.

Adaptation of the duration and distribution of the "a la carte schedule".

CHILE

In 2019, Konecta Chile decided to reinforce its Welfare Plan and implement a Labour Climate Survey to perform specific and recognisable actions more swiftly.

Some of the actions to be undertaken during the year included activities linked to the Occupational Health and Safety or the Leadership Academy programme, focused on improving performance through leadership training.

OTHER HIGHLIGHTED MEASURES

Discounted rates in universities, shops and gyms.

Delivery of Newborn kits.

Priority choice in holidays for parents.

Celebration of special days: Father's Day / Mother's Day / Women's Day.

Delivery of Back to School kits.

Breastfeeding rooms.

Employees may request days off for studying, conducting administrative procedures, moving, among other cases.

Argentina

Multi-benefit card with discounts at various shops.

Gympass: discounts in gyms.

Psychological, financial and legal advice programmes.

Working women bonus.

Programmes promoting equality and youth inclusion in the labour market.

Brazil

MUNDO ACHS Programme, granting various benefits to employees (gyms, medical consultations, recreation and education).

Chile

Integration of the JARVIS tool to improve request management.

Colombia

Centralised resource management under a single tool to facilitate self-management.

Spain

Breastfeeding rooms.

Flexible work schedules to favour work-life balance.

Health and Sports Days.

Agreements signed with 5 universities.

Mexico

Konecta provides its workers an average of 1.67 weeks notice(*) before conducting any substantial change in their working conditions.

*Colombian legislation does not establish a minimum notice, although changes are always carried out with the consent of the employee.

2,672 Parental
leaves in 2019

Konecta understands that a key part of the welfare and health of its employees is based on finding the right balance between work time and personal life. In this regard, the company promotes measures aimed at supporting time off work, such as scheduling the shutdown of air conditioning, restricting access to the office during certain time slots, weekends and holidays, as well as setting access times to parking lots, with preset entry and exit times. The company also promotes the use of telematic means, such as teleconferencing or videoconferencing, both for meetings and for staff training, thus minimising the number of visits and meetings scheduled after 6 pm.

Staff whose activity is directly linked to customer service operations is subject to the schedules of the various campaigns. For the purpose of organising the work load, various shifts adapted to the nature of the campaign are established, in compliance with the current legislation or agreement in force at all times.

The goal for 2020 is to continue implementing improvements that simplify and facilitate internal management and communication in operations.

Equality and Integration

Konecta believes that diversity and inclusion in teams bring benefits for its members and for the business alike. The organisation actively promotes respect for the dignity of every person, regardless of their race, sex, origin, age, religion, marital status, sexual orientation, identity and / or gender expression, disability, education, ideas and beliefs.

Konecta recognises the value provided by the presence of various profiles in its teams by dedicating resources intended to provide a free and safe environment, where equality and integration of all employees are promoted. To this end, policies that integrate equal treatment and opportunities and programmes for the inclusion of people at risk of exclusion are established and developed, with the endorsement of our governing bodies: last December, the Board of Directors of the Group ratified the Corporate Equal Opportunities Policy, which is mandatory in all countries where the company operates.

ARGENTINA



In 2019, Argentina incorporated inclusion criteria in its recruitment, selection and staff training processes.

Konecta Argentina launched measures to promote equality:

Prevention guidelines against workplace violence for directors-managers-heads of department.

Equal pay for equal work practices between men and women.

Campaigns to fight violence against women.

Competence-based selection policy, without discrimination on grounds of sex.

At the same time, Konecta Argentina developed different measures to promote labour integration of people with disabilities in the organisation:

Inclusion programme aimed at people with disabilities: 9 persons incorporated in 2019.

Training programmes on inclusive practices directly related to an area for the Selection and Training teams..

Incorporation of inclusive massages given by blind or visually-impaired persons: 1,474 benefited employees.

SPAIN

Throughout 2019, Spain signed four additional equal treatment plans for the following companies: Konecta BPO services, Konecta Mediation, Konecta Marketing and Konecta Andalusia.

Among the recognitions received, it is worth highlighting the Brand for Excellence distinction.

Furthermore, the sexual harassment and gender-based violence protocols were negotiated and updated. The new versions are available on the corporate intranet.

The actions to support equality and reconciliation carried out during 2019 were:

Women for the heart.

Information campaign on flexible schedules for the staff at the start of the school year.

Agreements with nurseries.

Commitment to equal treatment with suppliers.

Training for managers on workplace ethics and respect.

The signing of the Universal Support's new equal treatment plan is currently undergoing negotiation.

COLOMBIA

During the second half of 2019, Konecta Colombia initiated the update of the gender assessment made in 2018 to obtain the Equipares Silver Seal, with the aim of obtaining the Equipares Gold Seal in 2020. To pursue this goal, a series of objectives and priorities that were implemented through action plans were established for a 2-year period. An example is the creation of the Gender Equality Committee in 2019.

After winning the Equipares Silver Seal in recognition of the good practices put in place to close the wage and labour gap, Konecta Colombia is working towards receiving the Equipares Gold Seal in 2020.

As part of its commitment, the company has a Protocol for the Prevention and Support in cases of sexual harassment and workplace harassment, as well as a Co-existence Committee, responsible for addressing all allegations.

Additionally, four labour inclusion pathways for groups with low probabilities of entering the labour market were developed throughout the year. The programme for people with disabilities remains active and employability for people over 45 years has been supported as well. Likewise, the partnership with the Ministry of Women and the Comfenalco Compensation Fund to start an Employability Pilot Project addressed to women victims of gender violence has been confirmed.

PERU

The actions carried out by Konecta Peru in 2019 were the following:

Awareness programmes on Equality through charts and slogans on the office walls.

Development of an Action Plan for reducing gender gaps.

Awareness campaigns about street harassment.

Awareness campaigns on gender-based violence.

Throughout the year, Konecta Peru held successful programs, such as “Inkluye” and “Life”, and expanded its scope to launch new initiatives such as “Ellos” and “Basta Ya”, all of them with the purpose of promoting the integration of vulnerable groups and encouraging positive actions in favour of equality of women and men in the sphere of business.

Konecta Peru was awarded great recognitions in 2019, among which were:

1st place in the 2019 PAR ranking position on Gender Equality in Peru and Latin America.

Recognition by the Regional Government of Lambayeque as a company that promotes inclusion for people with disabilities.

Recognition by Great Place To Work in the category of “Best Organisation to Work for Women”.

Certification as one of the 20 best places for LGBTIQ+ talent, provided by the NGO “Presente”.

OTHER HIGHLIGHTED MEASURES

Brazil

Campaigns against harassment in the workplace and in favour of the promotion of diversity.

Awareness campaigns for the inclusion of professionals with disabilities.

Protocols against sexual and gender-based harassment.

Accessibility certificate.

Chile

“Empresa Mujer” Seal, for State providers (63 % of women in the workforce, 61 % of leadership positions are also held by women).

Protocols against sexual and gender-based harassment.

Incorporation of messages in the job offers portal, inviting people with disabilities to take part in the recruitment process.

Training of specialised personnel in disability and employment for the successful inclusion of people with disabilities.

Accessible facilities for people with disabilities.

Mexico

Creation of the Committee on Labour Equality and Non-Discrimination.

NMX-R-025 Certificate for Labour Equality and Non-Discrimination.

PROFILE OF PEOPLE WITH DISABILITIES IN KONECTA SPAIN:

70.90 %

women

56.56 %

over 45 years old

75 %

have permanent contracts

9.43 %

hold middle management positions

9.14

years seniority in average

Konecta has 698 persons with disabilities in its global workforce.

Talent attraction

Incorporating professionals who respond to the new demands of the digital age and the reality of the market, with a skills-oriented approach and a high level of engagement, is one of Konecta's goals. Managing to attract the best talent is our great challenge to meet, so to boost growth and the evolution of our business, and reach maximum performance. This challenge has been addressed by implementing equal opportunity measures for all candidates.

Proactive recruitment model

Incorporation of a standardised methodology

Multi-posting tools and monitoring of applications

Proposals for improvement in the process

Definition of indicators and reports

Support from the recruitment centre

Projects made up of specialised consultants

MEASURES

Argentina

Work placement programme for high school seniors in staff areas of the company.

Participation in the Labour integration Programme and the "Primer Paso" Programme.

Brazil

Youth work placement programme: 180 young trainees in different areas of the company.

Programmes to promote growth within the organisation (PODI): more than 100 people were promoted thanks to this programme in 2019.

Chile

Incentive programs for job creation:

> Working woman bonus: available to women between 25 and 60 years old, identified as part of the vulnerable population.

> Youth employment subsidies: available young people between 18 and 25 years old, also identified as part of the vulnerable population.

Colombia

Omni-channel digitisation platform, Magneto 365, to maintain contact with candidates interested in working with the company through various channels.

Youth work placement programme: 664 trainees.

2 new labour inclusion pathways: for migrant population and population over 45 years old.

Spain

Ruta de la Seda Programme (on-boarding plan for candidates).

Impulsos al Desarrollo Programme to foster internal promotion: Internal vacancies are clearly shared to all employees, and candidates are assessed under principles of transparency.

Peru

Job placement programme for women victims of violence and trafficking: 16 women employed.

Female leadership programme: 50 new leaders trained.

Portugal

Recruitment actions in fairs: 3 persons with disabilities in selection processes.

Volunteering actions to involve employees in social actions.

BRAZIL

Konecta Brazil launched a programme to encourage and value the human capital of the company called PODI, which offers employees the opportunity to change their career within the organisation by offering internal vacancies.

COLOMBIA

Under the slogan "Power in your hands", the challenge was to develop an application containing digital signature, authentication and digital contract, for a better experience for end users. The main objective of the Hackday is to identify innovative talent that join the development teams of the company.



Participation:

75 people

Engineers from various branches, programmers and application developers

Our social dimension

A healthy company

Konecta promotes the physical, mental and social development of its employees, integrating actions aimed at recognising hazards and risks, preventing occupational diseases and accidents at work, with the purpose of raising awareness and a self-care culture, to create a safe, healthy and sustainable work environment.

SPAIN



The new Health and Safety Policy was enacted in December 2019. It is aligned with Goal 3 (Health and welfare) of the 2030 Agenda, and reinforces Konecta's involvement with said agenda and with any action that contributes to the improvement of health.

The actions carried out during 2019 were the following:

Healthy multitasking.

Women for the Heart workshop.

ControlaTIC: talk about new technologies.

HIV Prevention campaign.

Installation of bike racks in Seville platforms to promote their use.

Konecta Spain updated its Prevention Plan for Joint Service, which covers the various companies of the Group in the country.

COLOMBIA

Occupational Health and Safety Management System

In 2019, the System changed its name to "SST Kontigo", looking to become an area for proximity and recognition. The frequency of accidents was reduced by 30 % and the days lost due to industrial accidents showed a decrease of 58 %, when compared to 2018. This earned the company recognition by the Labour Risk Management Office (ARL).

In addition, we undertook several actions to improve safety and health at work, among which are:

Update of the occupational Safety and Health Policy, the alcohol and drug use Prevention Policy, and the road safety Policy.

Management of absenteeism due to health reasons.

Training and awareness campaigns on prevention of occupational hazards: 403 activities attended by 45,521 employees*.

Health promotion campaigns 1,290 activities completed with the participation of 53,852 employees*.

"Ponte en movimiento" Programme: active pauses and FIT Fridays: 40,613 participants*.

*Repeated participations in different campaigns throughout the year are taken into account.

PERU

Konecta Peru strived to receive the "Health-friendly Company 2019 Recognition", which aims to identify risk factors for health and promote healthy lifestyles.

Communication and actions

Measures

Health and Safety Policy.

Protection Brigade.

Health and Safety Management Platform.

Participation in health and safety conferences organised by the Ministry of Labour.

Emergency protocols, PPE (First Responders) training.

Argentina

Internal Week for Accident Prevention (SIPAT).

Brazil

Occupational Safety and Health Policy.

Monitoring Protocol for Psychosocial Risks.

Delivery of ergonomic equipment.

Facility Inspection Programmes.

Chile

Occupational Safety and Health Policy.

Drills in all facilities; awareness campaigns through pop ups, "Gente Konecta" internal newsletter, on-site actions and support materials provided by Fundación MAPFRE. Training for the use of defibrillators and creation of emergency brigades.

Spain

80 meetings of the Safety and Health Committee were held in 2019.

Creation of the Safety and Health Commission

Mexico

The accident rate indicator was reduced by 60.87 % and the accident severity indicator was also reduced by 75.70 %, thanks to awareness campaigns to prevent the most common accidents and ensure compliance with the requirements of the Safety and Health Management System.

Peru

Training and awareness campaigns

Training, communication and seminars

Argentina

Awareness campaigns (on addition to technology and vocal care).
 Training (emergency, fire, evacuation and first aid).
 E-learning programmes.
 Training for emergency managers.
 Fire fighting training.
 First aid training.

Brazil

Creation of a fire brigade.

Chile

Training and information campaigns on Safety and Health at Work (zero cigarette day, zero accidents day, safe summer day...).

Colombia

26 round tables with health organisations, the occupational hazards management office and the legal and Labour departments were held. Health and prevention awareness campaigns, with over 1,290 activities, and the participation of 53,852 employees*.
 Training campaigns, education and training in occupational hazards, with a total of 403 activities and the participation of 45,521 employees*.

Spain

Occupational Safety and Health Training with a total of 13,220 hours.

Mexico

Awareness campaigns.
 Training for the Safety and Health Commission.

Peru

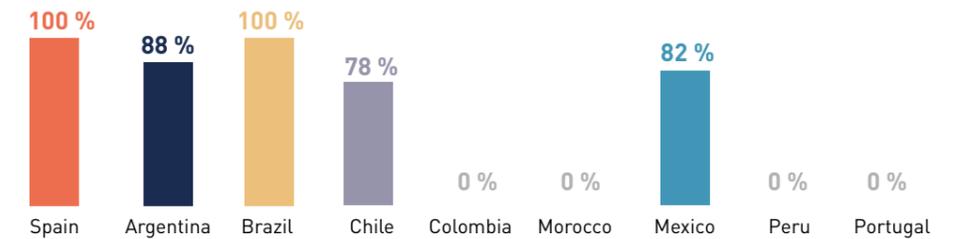
“Konectados con tu seguridad” campaign, for fostering a safety and health culture at work.
 Programme for staff from vulnerable areas.
 Awareness campaigns: World Safety and Health at Work Day, with the participation of 1,000 employees.
 E-learning training programmes on safety and health at work.
 Training for emergency situations.
 Prevention programs.



*Employees can participate in several different activities.

Moreover, the average number of employees covered by collective bargaining agreements is around 50 %. This is due to differences between the laws of the countries in which Konecta operates. It is relevant to mention that the countries where there is a percentage lower than 100 % of employees covered by collective agreements are those in which labour relations are regulated through other legislative channels.

Employees covered by collective agreement

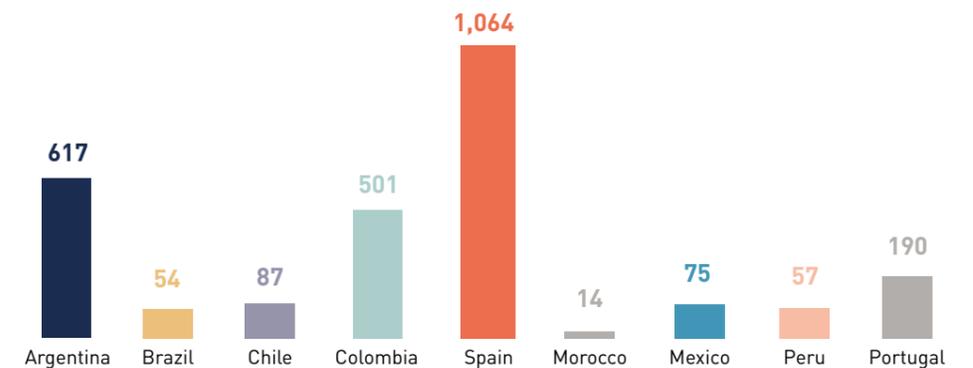


As for the indicators associated with the frequency rate and severity index: in 2019, severity indexes were excellent in terms of frequency rate. However, even if this figure decreased among men, it increased among women, due to an accident in Morocco. It is noteworthy that during 2019 there were no casualties caused by accidents, due to the implementation of measures in line with Konecta’s Health and Safety Policy.

Accident frequency rate and severity in average (*) (**)



Work days lost as a result of an occupational accident (**)



*This data corresponds to the average data from Argentina, Brazil, Chile, Colombia, Spain, Morocco, Mexico, Peru and Portugal.

**Given the diversity of local policies for the basis of calculation, in itinere accidents were not included.

In addition, data from work days lost as a result of an accident are used to set the future lines of action in countries with greatest difficulties.

PERU

Konecta Peru strived to receive the "Health-friendly Company 2019 Recognition", which aims to identify risk factors for health and promote healthy lifestyles.

Turnover

Konecta is a company in constant growth, with a significant impact on job creation. The idiosyncrasies of the business in which the company operates cause a high turnover in the workforce. Nevertheless, the ratio of layoffs vs. new hires shows that Konecta has a very positive impact on the employability of the communities in which it operates.

As we can see, there were more layoffs among women than among men in 2019. Of the total figures, 58 % of the persons laid off were women and 42 % were men, but this balance is due to the staff gender distribution. Other evidence that explains the number of layoffs and the turnover rate lies in the ratios of women / men laid off for every woman / man hired, where there the incidence of dismissals among men is higher.

Number of dismissals by gender



Ratio of dismissals



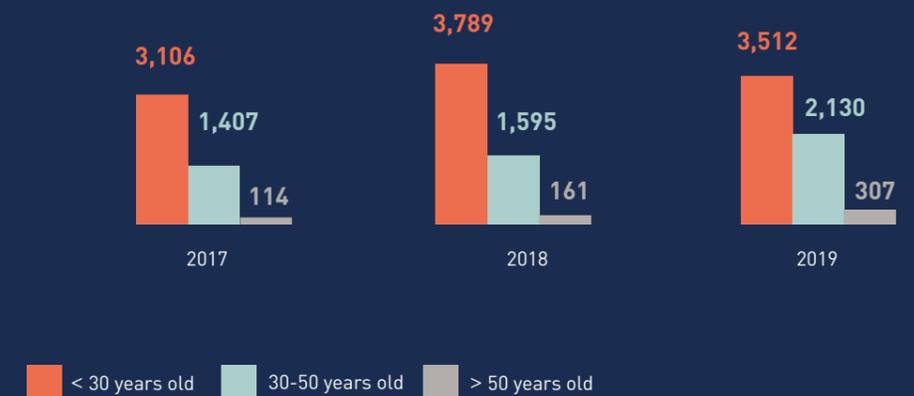
Women Men



Number of dismissals by professional category



Number of dismissals by age range



The efforts made to establish and deploy programmes aimed at retaining talent is reflected in the rates of voluntary turnover between men and women. In 2019, the turnover rate declined among men by 18 %, when compared to 2018.

Percentage of voluntary turnover



Among the initiative that stand out from 2019 is the creation of a Selection and Human Capital Department by the Operations Area. This area is currently working on a bespoke selection, with the use of analytical tools that help in the selection of the appropriate profiles for each service.

This type of analysis is being introduced in the company at the client and organizational level, and it enables managing the information derived from service turnover, such as the reasons for sick leaves in staff, the definition of the most suitable profiles, those with the best performance, etc.

Objectives for 2020

#1

Improving the work climate survey results.

#2

Improving career development, attracting talent and training.

#3

Increasing the integration of people at risk of exclusion or persons with disabilities within Konecta.

#4

Developing new benefits for Konecta employees.

#5

Improving turnover and absenteeism indicators.

#6

Generating a preventive culture within Konecta.



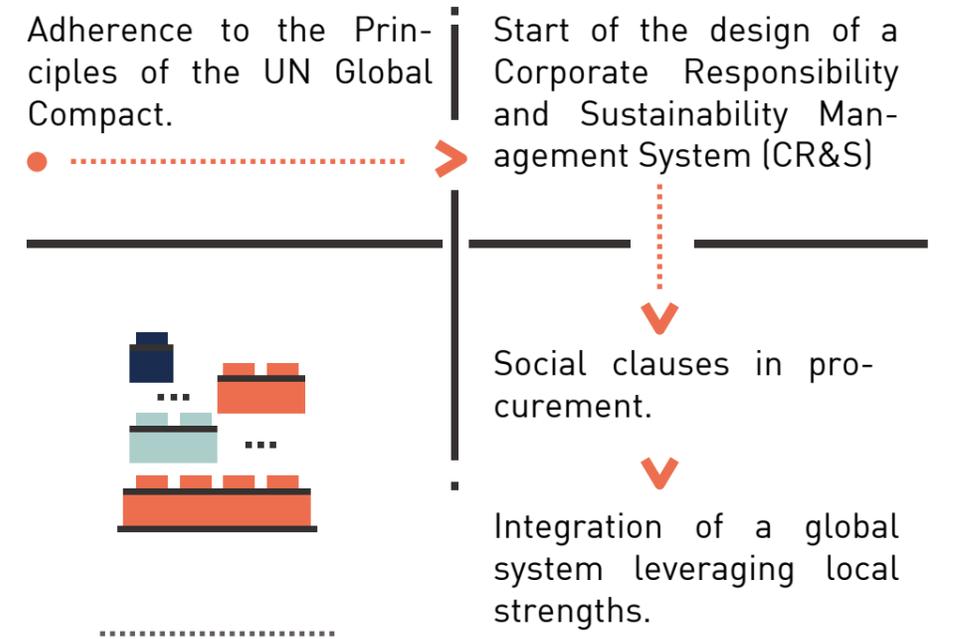
We contribute to Sustainable Development

Relationship with Stakeholders

We are Sustainable

Corporate Responsibility and Sustainability

We contribute to Sustainable Development



Konecta is committed to sustained and sustainable growth, through the integrated and global management of its Corporate Responsibility.

Konecta opts for a responsible and sustainable business model, reflected by the principles governing the performance of the company:

Konecta principles

#1

**Integrity and
Competence**

#2

**Human
Capital**

#3

**Commitment to
Clients**

#4

**Occupational
Safety and Health**

#5

**Preservation of
the Environment**

#6

**Innovation and
Technology**

In 2019, Konecta developed a Master Plan for Corporate Responsibility and Sustainability, in order to establish general guidelines for managing the environmental, social and governance dimensions of the company, around which revolve the specific objectives and actions to achieve them.

In this sense, Konecta began developing a management system that enables the organised and coherent implementation of policies, strategies and useful targets for improving performance and allows for escalating this system to the whole company at a global scale.

ASPECTS TO BE REPORTED

Environment

- Energy Efficiency
- Reduced water consumption
- Reduced GHG emissions

Social and Employees

- Human Capital Management
- External social management

Governance

- Legal Compliance
- Ethical standards
- Transparency



To this end, the Company developed strategic objectives whose main goal is the global implementation of the System in all the countries in which Konecta operates, in addition to specific objectives.



CORPORATE RESPONSIBILITY AND SUSTAINABILITY MANAGEMENT SYSTEM

>>> Strategic objectives

New philosophy

From a compliance-focused approach towards a strategic approach, aligned with the SDGs.

Global Team

Management via a global team with a single procedure.

Integration

Reporting culture, incorporating responsibility and sustainability criteria.

>>> Specific aims

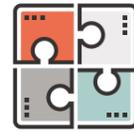
Supporting the achievement of strategic objectives in a sustainable way.

Maximising the creation of shared value.

Creating long-term relationships with Stakeholders, based on trust and transparency.

Responsibly managing the risks and opportunities arising from the evolution of the surrounding environment.

A Committee on Corporate Responsibility and Sustainability was created to properly develop these objectives and report in a more efficient manner to the Board of Directors about progress made in the Corporate Responsibility and Sustainability System. This committee meets on a quarterly basis and is made up of representatives of the main areas of the company led by the General Secretary, member of the Steering Committee of the company.



CORPORATE RESPONSIBILITY AND SUSTAINABILITY COMMITTEE

Steering Committee	Technology Department	HR Department
Konecta Foundation	Communication Department	Media Department
Quality and Environment Department	Domestic Operations Department	International Operations Department
Organisation and Procedures Department		

In addition, to implement Corporate Responsibility and Sustainability policies at the local level, one person from each country has been appointed to gather the relevant information and thus, ensure compliance with the objectives.

In an attempt to go one step further in Corporate Sustainability, Konecta aligned its strategic sustainability goals with the Principles of the Global Compact and the Sustainable Development Goals outlined in the 2030 Agenda.

In 2019, Konecta renewed its commitment to the UN Global Compact initiative. Our company is one of the founding companies of the Spanish network and the first in the industry to adhere to this commitment.



OUR COMMITMENTS

Lines of Action

Objectives for 2019



Corporate Governance: underpinning our actions on a robust ethical behavior

	Responsible and sustainable approach in all areas.		
Ethics and transparency in business	Gradual deployment of the Compliance Program.		
Effective and healthy corporate governance	Risk identification and management mechanisms.	1, 2, 3, 4, 5, 6, 10	
Responsible and local procurement	Optimisation of the process for reporting complaints. Code of ethics training for employees. Reinforcement of communication with suppliers: CR&S criteria.		

Human capital: the company's commitment to its team

Equal opportunities and diversity	Improvement of employees' satisfaction rates.		
Professional Development	Advancing on Health and Safety Plans.	3, 4, 5, 6	
Healthy work environment	Promoting the integration of people with disabilities in the workforce. Promoting equality in the company.		

Social-community action: participatory social action, aligned with the objectives of the company

Commitment to the community	Encouraging volunteering actions in the organisation.		
Strengthening partnerships with third parties	Promoting partnerships with third parties to boost the integration of disadvantaged groups.	1, 2	
Fostering solidarity in the organisation	Generating synergies / exchange of good practices in social action among countries.		

Commitment to the Environment: environmental-friendly behaviour

Minimising our environmental impact	Improving performance in consumption and waste reduction: energy, water and paper.	7, 8, 9	
Best practices	Promoting responsible procurement.		
Environmental awareness	Promoting environmental awareness among employees.		



Relationship with stakeholders

Our business model seeks to maximise value creation for both the company and its stakeholders, via the incorporation of structural sustainability criteria in its operations, through the implementation of management practices based on profitability, quality, innovation, ethics, transparency, respect for human capital and welfare, diversity and equal opportunities, all seeking to reduce our impact, while minimal, on the environment and collaborate with community development.

Konecta's interaction with its respective stakeholders is based on predefined communication mechanisms that establish a two-way relationship defined by the expectations raised by them and the impact that Konecta's activities exert on them.



Among the different communication channels available for the interaction between Konecta and its stakeholders are:

STAKEHOLDER	COMMUNICATION MECHANISMS	
Employees	Employee Portal Intranet Internal climate surveys Internal newsletter Newsletters / E-mailings Suggestion boxes	Follow-up meetings Pop ups Ethic Line Notice / Billboards on platforms
Shareholders	Web Board of Directors' meetings. Corporate magazine	
Clientes Current Potential	Customer surveys Sales / Operations leads Events (Expocontact conference and sessions with clients)	Corporate magazine Corporate Website KonectaBlog Newsletters (countries)
Communities NGOs Social institutions	Corporate Website Social Media Press	Corporate magazine Meetings / Conferences Social or CSR forums to which the company is attached
Suppliers Critical Non-critical	Procurement Portal Corporate Website Corporate magazine E-mail	Meetings Expocontact conference Trade fairs Social Media
Public Administration	Press Corporate Website	Meetings
Society	Press Corporate Website	Social Media

In 2019, an on-line Responsibility and Sustainability survey on Konecra's materials issues was conducted through questionnaires aimed at different stakeholders (shareholders, governments, clients, employees, suppliers, NGOs and other social institutions) in all countries where the Group operates. The following table shows the results of the study alongside the relevant GRI indicators.

CR&S FOCUS	RELEVANT ASPECT	GRI INDICATOR
Economic Performance	Significant indirect economic impacts	203 to 203-1
	Economic performance of the company	201-1
	Market presence	102-4 to 102-7
Corporate governance	Corporate risk management	102-15
	Governance performance assessment	102-18 / 102-28
	Governance composition and structure	102-18
Environmental aspects	Greenhouse Gas Emissions	305-1 to 305-7
	Assessment and control of suppliers with regard to environmental issues	308-1 to 308-2
	Energy / water consumption	302-1 to 302-5 303-1 to 303-3
	Regulatory compliance	419-1
Social aspects	<i>Labour practices and decent work</i>	
	Assessment of suppliers' labour practices	414-1 to 414-2
	Work-life balance	401-3
	Employment, equal opportunities and diversity policies	401 / 405-1
	Occupational health and safety	403-1 / 403-4 / 416 / 416-1 to 416-2
	Training and education	404-1 / 404-2
	<i>Society and fight against corruption</i>	
	Development of local communities	413-1 to 413-2
	Social action	413-1
	Regulatory compliance	419-1
Transparency	102-44	
Anti-corruption Policies	205-1 to 205-3	

CR&S FOCUS	RELEVANT ASPECT	GRI INDICATOR
Social aspects	<i>Human Rights</i>	
	Forced Labour	409-1
	Suppliers' assessment on Human Rights	414-1 to 414-2
	Child labour	408-1
	Freedom of association and collective bargaining	407-1
Product Liability	Non-discrimination	406-1
	Regulatory compliance	416-2 / 418-1
	Security and privacy of clients	418-1
	Client satisfaction	102-43
	Quality service	102-44
	Promoting innovation in business management	-

We are Sustainable



Konecta is committed to controlling of the most important aspects affecting the environment through its Environmental Management System.

In this sense, we want to go a step further and work to raise awareness among our staff through campaigns aimed at the efficient use of water and energy, waste recycling and responsible use of paper.

Konecta has an Environmental Management System, based on the UNE-EN ISO 14 001 standard.



SUCCESS STORY

KONECTA COLOMBIA

Environmental awareness campaigns

Energy efficiency | Waste management | Sustainable mobility | Carbon footprint | Consumption efficiency

Tree planting

678 trees planted in the Valley of Aburrá, Antioquia

Eco-hiking

Medellin's Jardin Circunvalar | Quebrada de las Delicias, Chapi-nero (Bogota)

Furthermore, with the goal of fostering campaigns and other actions related to improving environmental performance, Konecta Colombia created, in April 2019, an Environmental Department, which will strengthen the existing Sustainability team.



SUCCESS STORY

KONECTA PERU

Numerous awareness campaigns for employees were conducted in 2019:

Global Day of Action on Climate Change

World Water Day

Earth Hour

Solid waste management

International Day for Biological Diversity

Save water and avoid cuts in the service

International Plastic Bag Free Day

An internal employee survey was carried out for assessing the degree of involvement and effectiveness in these campaigns by employees in order to make all the necessary improvements for the following year.

The proposals made by employees for future campaigns include:

Promoting further recycling actions.

More environmental campaigns.

Raising awareness and organising talks for employees.

Encouraging the use of bicycles.

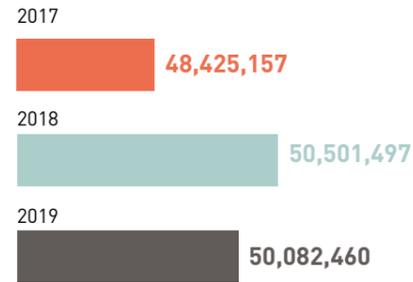
Campaigns to reduce paper use.



Energy consumption

After the readjustment and improvement process in data collection conducted in 2018 and, thanks to improvements in energy efficiency implemented, Konec-ta managed to reduce its overall consumption by up to 1.17% compared to the previous year.

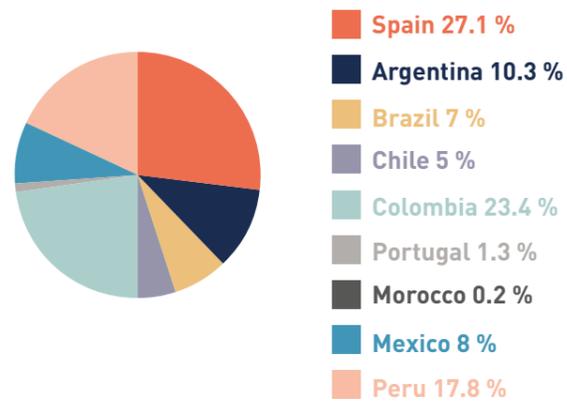
Electric power consumption (kWh)



Electric power intensity (kWh/employee)



Distribution by country

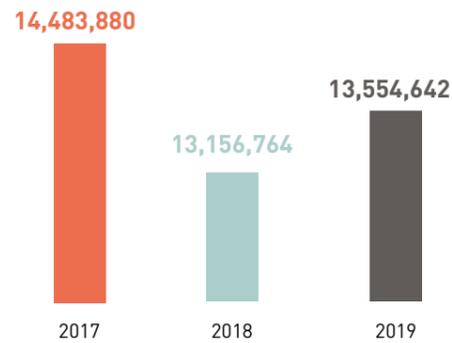


Energy intensity was reduced by 12.5 % in 2019.

*Data 2019, all countries.

For the fourth year in a row, and while being the country with the highest number of Konec-ta employees, Spain continues to reduce its energy consumption per employee, thus improving its energy performance.

Electric power consumption in Spain (kWh)



*Data 2019, estimated for Spain.



CARBON FOOTPRINT

The 2018 carbon footprints for Spain, Colombia and Peru for scopes 1, 2 and 3 were calculated in 2019.

Carbon Footprint 2019 (tCO2eq)



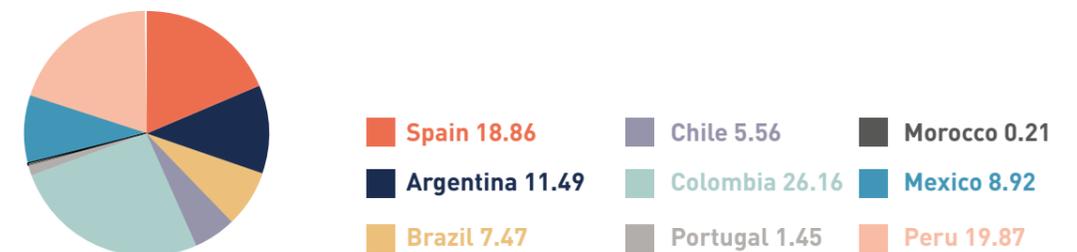
Scope 1: Direct greenhouse gas emissions (fossil fuels and fluorinated gases)
 Scope 2: Indirect greenhouse gas emissions (purchased and consumed electricity)
 Scope 3: indirect greenhouse gas emissions (plane trips)

As every year, Colombia, with the collaboration of the Fenalco Solidario Corporation made its carbon footprint calculations in accordance with the measurement and reporting protocol for greenhouse gases produced by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI).

In 2019, Konec-ta tried to go a step further as regards emissions, and calculated scope 2 of its Global Carbon Footprint in all countries, which yielded a value of:

18,369.5734 t CO2eq*

Distribution by country on the Global Footprint

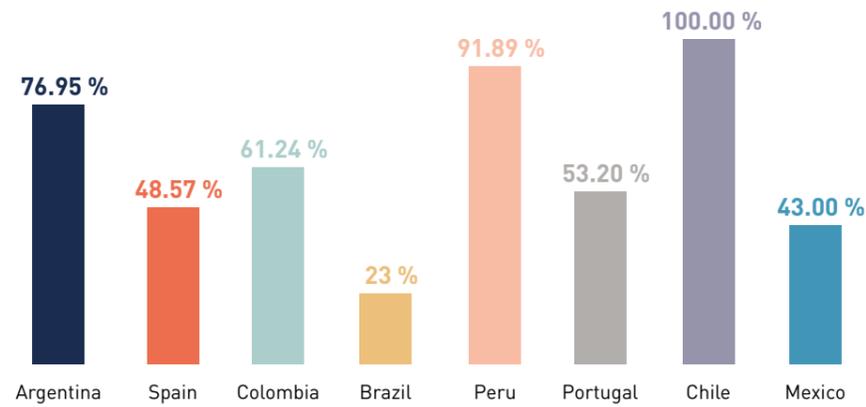


*The footprint generated by Konec-ta Argentina, Brazil, Chile, Portugal, Spain, Peru, Morocco and Mexico was calculated using the 2018 Carbon Footprint Calculator of the Spanish Ministry for Ecological Transition.

LED SURFACE

In the context of improving energy efficiency, in 2019, we continued with the transition campaign to LED lighting systems that began in 2017. Chile managed to reach 100 % of the surface lit with LED.

LED -lit surface (%)



SUCCESS STORY

KONECTA PERU

Among the activities aimed at increasing energy efficiency carried out by Konecta globally in 2019 are the following:

- Auto shutdown of computers in our various locations.
- Replacing fluorescent lamps for LED.
- Automatic shutdown of air conditioners, offices, halls, platforms, etc., when not in use

↓ **10.4 %**
Electricity consumed per employee in Peru



SUCCESS STORY

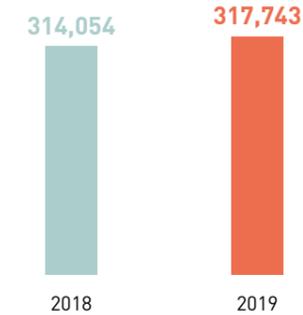
KONECTA SPAIN



In late 2019, the company signed new contracts to underwrite the Guarantee of Origin modality for all the electricity consumed at the headquarters of Konecta Spain.

Water consumption

Water consumption (m³)



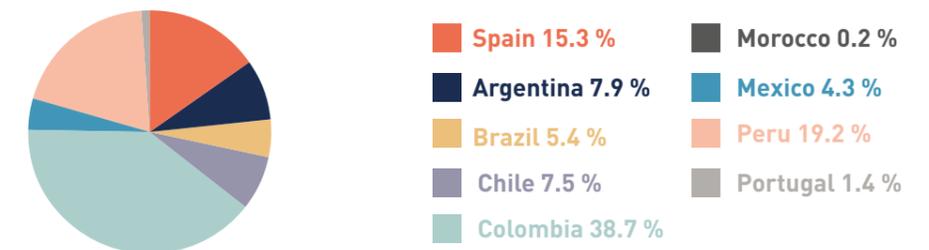
Consumption intensity (m³/employee)



*Data 2019, all countries.

In 2019, the intensity of total water consumption was reduced, even though the number of employees increased.

Consumption distribution*



*Data 2019, all countries.



Throughout 2019, Konecta Spain continued to develop awareness-raising activities about the importance of saving water. Moreover, it invested in improving facilities through new equipment to ensure better monitoring and control of water consumption.

Actions to reduce water consumption at Konecta - 2019

Mexico

- Installation of water-saving faucets.
- Dry urinals.
- Rainwater harvesting.

Argentina

- Replacement of water taps for automatic pressure valves.

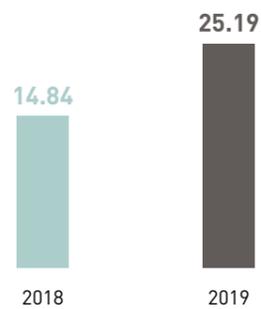
Colombia

- Consumption monitoring to detect faults.
- Training for raising awareness on water consumption.

Waste management

Although not all the countries in which Konecta operates regulate how waste management is made, the company continually works to control and improve this aspect.

Total hazardous waste (t)



Hazardous waste intensity (t/employee)

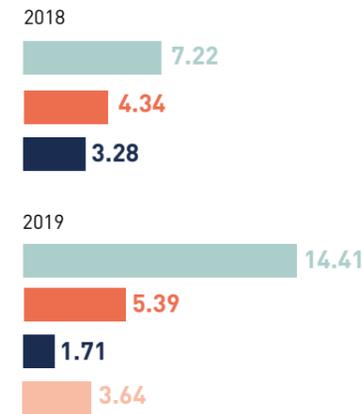


*Understanding as hazardous waste WEEE, fluorescent lamps, oils and coolants. Collection and audit of data from other countries is currently underway.



The increase in waste generated is justified by the improved collection of date and the increase in staff during 2019.

Hazardous waste (t)



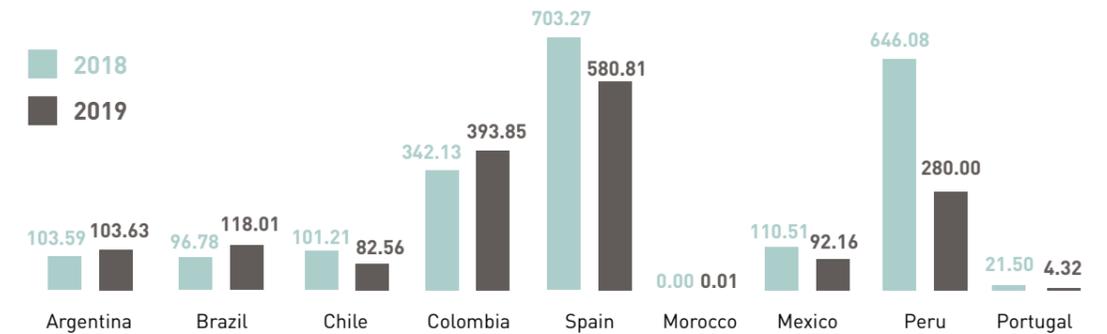
Hazardous waste intensity (t/employee)



↓ 48 %
Hazardous waste generated in Argentina in 2019

↓ 52 %
Intensity in hazardous waste generated in Argentina in 2019

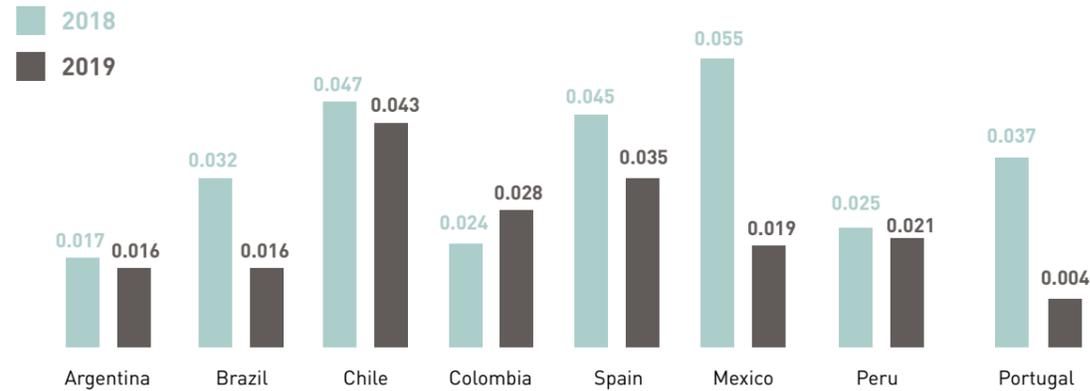
Non-hazardous waste(t)



In 2019, the total amount of non-hazardous waste reached a value of 1,655.4 t, which mean a reduction of 22 % over the previous year.



Non-hazardous waste (t/employee)



Intensity was also reduced by 31 % from 2018, with a value of 0.025 t / employee.

↓ **21 %**
Non-hazardous waste generated in Spain in 2019

↓ **15 %**
Non-hazardous waste generated in Peru in 2019

SUCCESS STORY

KONECTA PERU



In 2019, Konecta Peru established strategic alliances with the Municipality of Lima, and took part in the "Lima, cada residuo cuenta" contest, in which more than half a ton of solid waste (paper, plastic, cardboard, etc.) was recycled.

In addition, another agreement was established with the Provincial Municipality of Callao, where the company participated in a collection campaign of electrical devices and electronic equipment (WEEE) amounting to more than 1.5 tons.



SUCCESS STORY

KONECTA COLOMBIA



Kaptar is an innovative recycling mechanism, a new alternative that seeks to promote a solid waste management plan, with the aim to encourage recycling, circular economy, reduce waste in landfills and provide discounts and coupons to citizens to pay for staples and basic commodities.

So far the scope of this strategy applies to two platforms located in the city of Medellin, with the following results until August 2019:



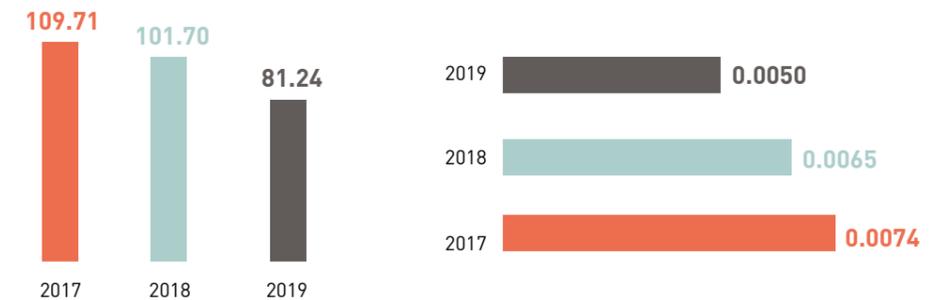
Consumption of Resources

The measures being implemented at Konecta Spain to improve the use and responsible consumption of paper have allowed to optimise performance and reduce paper consumption by 20 %, compared to the previous year.



Konecta Spain is negotiating with office supplies vendors under the "Árbol Verde" label to replace those currently used with other supplies with higher degree of environmental commitment.

Paper consumption - Konecta Spain (t) Consumption intensity (t/employee)





Training and employment

*Social Development,
Culture and Sports*

Volunteering actions

Back to toc

Our Social Action

Social Action



Konecta undertakes its role as a caring corporate citizen, together with Konecta Foundation, with an active commitment to contributing to the welfare and progress of society.

In this vein, we have focused our efforts on promoting the social-labour inclusion of vulnerable persons such as those with disabilities, or with limited resources, women victims of violence and trafficking, or migrants, by engaging all the areas of the company and creating alliances with other private and public entities, as well as social organisations looking for synergies to help achieve their goals.

29,390 Beneficiaries

+1,500 Persons at risk of exclusion employed;
538 with disabilities

15,972 Volunteers

An example of this shared responsibility are the professionals distributed throughout Konecta headquarters in the world, who created, 15 years ago, a network aimed at enhancing local initiatives of this kind promoted by the company on a voluntary basis.

Likewise, Konecta Foundation has proven to be an exceptional ally. This social non-profit organisation was created in 2005 for the implementation of social initiatives that improve the quality of life of groups at risk of exclusion. Since its creation, the Foundation supports the company in the social development of the communities in which it operates, mainly in Spain, and because of its international expansion, it also supports projects in Brazil, Chile, Colombia and Peru.

The joint objective of Konecta and its Foundation is the creation of opportunities and the willingness to help others who are in vulnerable situations and, with their input, generate a greater social value through actions aimed at training and employment, social development and the promotion of volunteering actions among employees.

Konecta Foundation has been awarded for its trajectory in the field of corporate social action in the Solidarity-CaixaBank Private Banking Awards.

It has also been recognised for its social action in the Alcobendas awards: Innovative Entrepreneurship.

>>> OBJECTIVES

#1 Promoting employment and training as integration methods

#2 Sensitising the business sector providing value to partner companies

#3 Enhancing outreach to universities and business schools

#4 Contributing to the social integration of people at risk of exclusion

#5 Transferring knowledge and experience from Spain to all the countries where Konecta is present

Our Social Action

Training and Employment

Konecta and its Foundation foster the creation and improvement of training programs for obtaining the knowledge, skills and experience necessary for the social and labour inclusion of groups at risk of exclusion.



**More than
1,800**
beneficiaries in 2019



COLOMBIA

743

Beneficiaries

- Number of employed persons:
- 81 persons with disabilities trained, 57 employed
- 280 victims of armed conflict and from low income households
- 365 migrants
- 17 persons over 45 years old

In 2019, Konecta Colombia worked on developing 4 Labour Inclusion Pathways, in partnership with Konecta Foundation and other non-profit organisations and institutions, to generate opportunities aimed at people facing difficulties to access the labour market.

The Labour Inclusion Programme for people with disabilities, in partnership with Konecta Foundation, DKV Integralia Foundation, and the Comfenalco Compensation Funds -in Medellin-, and Cafam-in Bogota-, also continued to operate. To this end, five specialised contact centre courses were organised - Diploma in Attraction Marketing and Customer Service - with the purpose of providing key tools for professional and personal development. Upon passing the relevant tests, trainees are given the option of joining the company, following an awareness training that helps facilitate their integration.

In order to capture the beneficiaries of these training initiatives, the company was present in five job fairs aimed at people with physical disabilities, pitching its offer, solving doubts and collecting the resumes of those interested in the process.

Employment Programme for victims of armed conflict. Three years ago, Konecta opened an office in Monteria, where a large percentage of the employees came from support programmes for victims of the armed conflict, and had limited resources. Today, this office is the main employer in the region. With the collaboration of COMFACOR and Sinu Academy.

This year, Konecta Colombia joined initiatives promoted by the national government, resulting from the large volume of Venezuelan migrants entering the country, considered the highest in history. Thus, it entered into a Programme for the labour inclusion of Venezuelans within Konecta's staff.

Lastly, we began an Employability Programme for people over 45 years old, given their professional stagnation as a result of stereotypes about the notion of age, training them in office automation and communication skill to strengthen their competences. With the collaboration of Colsubsidio.



PERU: INKLUYE

447

Beneficiaries

Number of employed persons:

69 persons with disabilities

378 persons from other vulnerable groups

INKLUYE is Konecta Peru's programme for diversity and inclusion that seeks to employ people at risk of social exclusion, based on strong strategic alliances with public and private institutions that promote labour integration and equal opportunities for vulnerable groups.

- **People with disabilities or from low income households:** bespoke training in contact centres aimed at their employment. Once employed, and to facilitate normalised integration, the company makes all reasonable accommodation in the workplace, during the selection and training process, and support them throughout their learning curve.
- **Members of the LGBTIQ+ community:** job opportunities and career development for members of the LGBTIQ+ community, ensuring a non-discriminating work environment.
- **Victims of gender-based violence and trafficking (women and direct relatives):** employment and workplace monitoring for women victims of violence and trafficking, as well as confidential psychological and legal advice.
- **Migrants and immigrants:** job opportunities for people of other nationalities who have migrated to Peru and are in a situation of vulnerability.

KONECTA PERU: INKLUYE 1/2

PROJECT

IMPACT

inKluye Schools

Labour inclusion of people from low income households, some with disabilities, after prior bespoke training in contact centres: Pachacutec School, Integralia - Fundades School, Chiclayo School, Aynimundo School, Impulsa Perú School, Forge School, Contacto Joven School, Jóvenes Productivos School.

221 beneficiaries:
138 people employed
69 of them with disabilities
90 % user satisfaction with the programme

Women victims of violence and trafficking

16 women employed at Konecta Peru

Migrants in vulnerable situations

293 immigrants employed

External Collaborators:

- Non-governmental institutions: Konecta Foundation, Pachacutec Foundation, Forge Foundation, DKV Integralia Foundation, Fundades Group, Aynimundo Association, Bienaventuranzas Association, Bishopric of Callao.
- Government institutions: Ministry of Labour ("Jóvenes Productivos" Programme, "Impulsa Perú" and "EsSalud" Programmes), Ministry of Women and Vulnerable Populations (CONADIS), Public Ministry, Metropolitan Municipality of Lima.
- Chambers: Spain Chamber of Commerce in Peru, Peru AmCham, Chamber of Commerce of Lima, Peruvian Association of Contact Centres APEXO.
- Development Agencies: AECID (Spanish Agency for International Cooperation).
- Networking: Aequales Community, AMCHAM's Diversity and Sustainable Development Committee, Pride Connection, ILO's Business network for the inclusion of Persons with Disabilities.

KONECTA PERU: INKLUYE 2/2

SPAIN

In 2019, Spain continued to consolidate strategic alliances that promote high-impact social actions in the community.

In this regard, Konecta and its Foundation signed a wide number of agreements with different organisations to enhance labour practices and the employment of vulnerable people in the company.

Konecta Spain remains committed to the integration of vulnerable groups: 234 people employed; 223 with disabilities.

PROJECT	IMPACT	PARTNERS
Practical training aimed at vulnerable groups or people with disabilities. The goal is to train students in areas suited to their professional profiles.	<ul style="list-style-type: none"> • 17 people took part in internships, 2 were employed • 10 volunteers • 80 hours of volunteer work 	<ul style="list-style-type: none"> FREMAP Prevent Foundation Red Cross Capacis Foundation
Participation in the 12th Job Fair for Persons with Disabilities and the 4th Employment Activation Forum.	<ul style="list-style-type: none"> • 10 people interviewed, 1 person with disabilities hired • 32 hours of volunteer work 	<ul style="list-style-type: none"> Madrid Regional Government

15

Women victims of violence trained

14 of them now hold a professional certificate

12 employed at Konecta, one with disabilities

Konecta Foundation - BANKIA Professional Training School

With a duration of 4 months, the aim of the project is to train women victims of gender violence in contact centres. At the end of the training programme, participants obtain an official certificate of professionalism and the opportunity to join Konecta's staff.

In addition, Bankia provides them with financial support to cover transport and living expenses. Once incorporated, Konecta Foundation keeps track of each case for 6 months to boost employment success. Other organisations involved in the selection of candidates are Red Cross, the Federation of Progressive Women, the Commission for the Investigation of Violence Against Women, Candelita and Capacis Foundation.

The Konecta Foundation Training School was born in 2018 with the mission to facilitate the employment of people at risk of exclusion through formal training in contact centres.

"ENTREPRENEURSHIP FOR PEOPLE WITH DISABILITIES"

Under this slogan, the work of Iberdrola, Vodafone, and the MAPFRE and SERES foundations, was recognised in 2019, for their commitment to the integration of people with disabilities into the labour market, through employment or entrepreneurship as an alternative pathway. In addition, two separate awards were given to the three winning projects of the first call for the "Emprende+D" grants, organised by Konecta Foundation with the support of ONCE Foundation:

- > **BibiBCN**, in the category of innovative business.
- > **Timpers Inspire**, in the category of excellence in accessibility.
- > **A 70º**, in the category of social impact.

ARGENTINA

PROJECT	IMPACT	PARTNERS
<p>Programme for the inclusion of people with disabilities Aimed at incorporating people with disabilities in the labour market and providing training to communities to increase their employability, and create partnerships that promote inclusion</p>	<ul style="list-style-type: none"> • 9 persons with disabilities employed 	<p>Siglo 21 University Municipality of Rosario Office for Equity and Employment of the Ministry of Development and Employment of the province of Cordoba Employment Office of the Municipality of Cordoba Foal Libertate Iprodich (Provincial Institute of disabilities in the province of Chaco) National Labour and Employment Office Incluyeme CEC IARSE Incluwork Gaude</p>
<p>Contact Centre Training Training people with visual disabilities in skills for customer service/ personalised sales and contact centres</p>	<ul style="list-style-type: none"> • 14 persons with disabilities employed 	<p>Gaude Foundation Incluwork</p>
<p>Training and employability for life and work Job skills training to increase employability among youth. Internship programme for schools.</p>	<ul style="list-style-type: none"> • 82 participants • 7 volunteers • 27 hours of volunteer work 	<p>INJUVE School N° 406, "Dr. Salvador Mazza" IPEM N° 201, "Leopoldo Marechal" La Salle School San Ignacio School</p>

BRAZIL

Konecta Brazil participated in the Job fair of the city of São Paulo to provide job opportunities for long-term unemployed. This is a programme pertaining to the Secretariat for Economic Development and Employment, endorsed by the City of São Paulo, that offers over 3,300 jobs. In 2019, 173 persons with disabilities joined the workforce.

Uranet (Konecta Brazil) received the 1st 2019 Business Merit Award, awarded by the Secretary of Justice and Citizenship of the State of São Paulo, and recognised as the Corporate Enterprise of the Year for its efforts to generate employment opportunities.

PORTUGAL

Konecta Portugal was present in the Recruitment Fair for people with disabilities of the Salvador Association, held in Lisbon. Throughout the event, 10 persons were interviewed, three of whom were employed.

In the same vein, in Latin America, we have opted to support training programmes aimed at Equal opportunities and the creation of an inclusive labour market in which all professionals can develop their capacities to achieve their potential and improve their quality of life.

Our Social Action

Social Development, Culture and Sports



Konecta, together with the Konecta Foundation, supports projects that promote the inclusion, personal development and improved self-esteem of the most vulnerable people, and help in their integration into society.

More than 700

Beneficiaries

250

Volunteer hours

CULTURE

PROJECT

Alalá Foundation Project

Konecta supports various initiatives of the Alalá Foundation, directed to children and youth from vulnerable populations, with the purpose of facilitating their social integration through training and cultural projects, and employment for their families.

IMPACT

- 230 children with limited resources
- 15 women trained in sewing workshops
- 500 beneficiary families
- 15 volunteers from Konecta

PARTNERS

Konecta Foundation
MAPFRE Foundation
Konecta

Sports initiatives are equally supported as they are an important pillar to raise funds for charity and promote the integration of people at risk of social exclusion.

SPORTS

PROJECT

16th Konecta Foundation Charity Paddle Tennis Tournament

In support of the 11q España Association, whose purpose is to serve families affected by Jacobsen Syndrome, promote research and raise public awareness about this rare genetic disease rarely, and También Foundation.

IMPACT

- 30 volunteers from Konecta 250 volunteer hours
- 200 people with 11q - Jacobsen syndrome and their families benefited in Spain
- 18,000 € raised

PARTNERS

También Foundation
Konecta

Volunteering actions

Thanks to the collaboration of Konecta volunteers, in partnership Konecta Foundation and other organisations and institutions in every country, the company has managed to help people at risk of exclusion, suffering from diseases, with disabilities, and promote sports and health among the youth, as well as support research.

To contribute in the organisation and monitoring of these efforts, a meeting with the Social Responsibility Coordinators of the company, where experiences are shared and the Volunteering Plan is presented, is held every year.



26,816 Beneficiaries of volunteer activities

+7,400 Volunteer hours

15,899 Volunteers

PERU

Konecta Peru created a corporate volunteering programme called “Soy voluntari@”, which promotes the mobilisation of the talent, time and energy of the company employees in the country, in favour of the social development of the communities where the company operates.

*“Soy voluntari@”
Financial, academic, LIFE (leaders in schools) and social volunteering actions*

4,141 volunteers in 2019



PROFESSIONAL VOLUNTEERING ACTIONS

PROJECT	IMPACT	PARTNERS
Employment Workshop Taught by Human Capital volunteers from Konecta. Aimed at women at risk of exclusion or long-term unemployed. This workshop provides tips, organises mock interviews and addresses issues related to selection processes.	• 15 beneficiaries	Achalay Foundation
FREMAP Marketing presentation Testimonies of creative work experiences at Konecta’s marketing department and practical advice to students with acquired disabilities from the Graphic Design course.	• 15 students with disabilities	FREMAP in Madrid
Digitisation Workshop (“Creando Oportunidades”) Continuous training project on a series of subjects, designed for young people with intellectual disabilities, to help them in their professional and personal development.	• 15 persons with intellectual disability employed	Talismán Foundation
“Enfoca Talento-D 2019” Project: Employment and Disability Continuous training for Konecta employees with intellectual disabilities.	• 14 women with disabilities	ONCE Foundation
2019 Telethon Charity TV campaign to raise money with the help of Konecta volunteers, each of whom devoted 17 hours to raise 32.4 million reais for the care of people with physical disabilities or neuro-orthopedic needs.	• 299 volunteers • 1,794 hours of volunteer work	Associação de Assistência à Criança Deficiente

PROFESSIONAL VOLUNTEERING 1/2

PROJECT	IMPACT	PARTNERS
<p>Casa Hope Volunteers from Konecta Brazil give 96 hours every month for conducting administrative tasks at the Casa Hope social organisation, to provide psycho-social and educational support to 776 children and teenagers with cancer.</p>	<ul style="list-style-type: none"> • 2 volunteers • 1,152 hours of of volunteer work 	Casa Hope
<p>Financial volunteering actions Konecta Peru's volunteering fund allows to support the activities of the company's social responsibility programmes in the country.</p>	<ul style="list-style-type: none"> • 3,949 volunteers 	
<p>Academic volunteering actions Company staff provides academic support through lectures and workshops at the training schools participating in the INKLUYE Programme.</p>	<ul style="list-style-type: none"> • 60 volunteers • 186 hours of of volunteer work • 250 beneficiaries 	
<p>Volunteering actions for equity and violence prevention Participants of the Women's Leadership and New Masculinities Programme provide training to boys and girls from schools located in communities where the company operates, to help create a culture of equity.</p>	<ul style="list-style-type: none"> • 16 volunteers • 480 hours of of volunteer work • 90 beneficiaries 	

PROFESSIONAL VOLUNTEERING 2/2

SOLIDARITY CAMPAIGNS

Food collection

All food collected during the campaign is distributed among different NGOs.

Country	Volunteers	Impact
Spain Mexico Argentina Colombia Peru	More than 1,000 volunteers*	<ul style="list-style-type: none"> • 1,468 kg collected and 240 beneficiaries in Spain • 80 kg collected in Mexico • Argentina donated 1,380 litres of milk in the domestic campaign "Juntos llenamos el vaso", and classified food at the Food Bank (1,600 young beneficiaries in soup kitchens) • 397 beneficiaries in Colombia, 250 kg collected • 8,494 kg collected in Peru, 300 beneficiaries

Clothes collection

Country	Volunteers	Impact
Spain Brazil Peru Argentina	More than 800 volunteers**	<ul style="list-style-type: none"> • 2,512 kg of clothes collected in Spain • 4,865 clothing items distributed among 5 institutions in Brazil • 500 kg of clothes collected in Peru • 122 young people and persons victims of the flooding in Argentina benefited from this initiative

Blood donation

Country	Volunteers	Impact
Spain	258 volunteers	<ul style="list-style-type: none"> • 774 beneficiaries • 2 beneficiary organisations

Christmas season campaign

Spain	<ul style="list-style-type: none"> • "NAVIDAD PARA TODOS, ¡De ti depende!" Project. Delivery of food baskets to help more than 2,000 disadvantaged families, with the participation of 22 volunteers and 88 volunteer hours. • Donation of 548 toys to children with limited resources
Argentina	<ul style="list-style-type: none"> • Donation of Christmas food and clothes boxes (1,186 units that benefited 300 families) • "Un niño que juega es un niño feliz" Campaign: donation of 674 toys to 210 children.
Portugal	<ul style="list-style-type: none"> • Charity Christmas hats sale. Collection of 200 € for the Salvador Association
Brazil	<ul style="list-style-type: none"> • 26,570 toys and books donated in Brazil to institutions and communities to change the Christmas holidays for more than 13,285 children***

Konecta Spain participated in other solidarity campaigns, such as books, school supplies and bottle caps donations, as well as charity markets. More than 1,900 volunteers participated in these activities which had more than 700 beneficiaries.

*In the case of voluntary food donations, calculations have been made under the assumption that each volunteer donates 2kg of food.

**For voluntary donations of clothing, Konecta Foundation bases its calculation under the assumption that each volunteer donates 5kg of clothes.

***In the case of toys, calculations are made under the assumption of 2 toys per child, in this case given to organisations located in favelas.

ARGENTINA

More than 70 volunteers from Konecna Argentina participated in recycling campaigns for social purposes. With their support and contribution from the company, we recycled 3.5 tons of paper and 374 kg of plastic and caps:

- **Children's Hospital Paper Marathon:** "Cada papel suma" campaign. The Outpatient's Direct Care Programme is funded with resources from paper, newspapers, magazines, cardboard notes, as are the toy rooms operating in waiting rooms, the "El silencio no es salud" radio library, as well as other courses and workshops of the "Adolescencia Positiva" Project.

- **Children's Hospital Plastic Caps Marathon:** Sorting of plastic caps for their subsequent sale. The proceeds are used for the procurement of materials, supplies and repair of different areas of the hospital.

- **Donation of recyclable materials:**

- "Tu papel es reciclar" Food Bank campaign.

- Volunteer Association of Notti Hospital (23 kg of plastic caps collected), intended for diapers.

- Garrahan Hospital (collected 154 kg of paper and 6 kg of caps) to help in the purchase of supplies and supporting families in outpatient treatments.

- **Plastic sorting Days:** a portion of these materials are intended for the sale of bottles and the rest for making ecological bricks used in social projects, such as construction of common spaces for the development of different activities in vulnerable communities. Approximately 400 kg of plastic were sorted.

- **Planeta Tapitas Donation** (86.5 kg of plastic caps) aimed at the "Una luz para Berenice" campaign, for a young girl with Stickler syndrome. The goal is to finance her trip to China to receive a stem cell treatment that would allow her to recover her vision.

- **Donation of 407 computers** for primary and secondary schools.

COLOMBIA

Konecna Colombia participated in the major brands bazaar with the Sueños y Huellas Foundation. This action raised 22,214,000 \$ for the refurbishment works of the house that will be the new headquarters of the Foundation. Furthermore, the group of volunteers helped in the cleaning and renovation of this house that opened in December.

The company also donated office supplies to educational institutions and social organisations to strengthen their information systems and obtaining revenue mostly for underprivileged children: 20 computers, 991 swivel chairs, 1,319 headsets, and 670 adapters.



SPORTS AND LEISURE VOLUNTEERING ACTIONS

6th "Hay salida" race

Awareness campaigns on gender-based violence.

IMPACT:

- 55 volunteers
- 60 beneficiaries

8th "Entreculturas" race

Proceeds went to providing equal access to education for more than 12,700 girls living in conflict areas or in developing countries.

IMPACT:

- 33 volunteers
- 60 beneficiaries

1st Polígono Bergondo Trail

Aimed at the Meduloblastoma Noel Project organised by the "Cris contra el Cancer" organisation, to fund a clinical trial. Konecna collaborated with the dissemination and promotion of sponsorships.

IMPACT:

- 5,728 € raised
- 25 volunteers from Konecna

"Luz Casanova" Project

Fundraising through the sale of crochet dolls made by Konecna employees. The money raised, plus a donation made by Konecna Foundation, is intended for leisure plans (snacks, amusement parks and theatres) for women victims of domestic violence and their children.

IMPACT:

- 469 volunteers (doll sale and support in the activities)
- 127 Beneficiaries

SPORTS AND LEISURE VOLUNTEERING ACTIONS 1/2



SPORTS AND LEISURE VOLUNTEERING ACTIONS

Colombia

Environmental education walk

Two ecological education walks were held in Medellin and Bogota.

IMPACT:

- 52 volunteers
- Environmental Secretariat of Bogota and Parque Arvi Foundation

“Siembra Aburra” Plan

Strategy to reduce the deficit of trees in green public spaces.

IMPACT:

- 25 volunteers
- Medellin metropolitan area

Argentina

7th “Yo corro para ayudar” Conin Foundation Marathon

Marathon against child malnutrition.

IMPACT: 115 underprivileged families benefited

Rugby Social League

Volunteers assist children from vulnerable neighbourhoods involved in this sport. During the day, volunteers sorted clothing items and offered snacks to children.

IMPACT: 300 children from underprivileged families benefited from this initiative

“Empatando ganamos todos” Charity Match

Charity football match that seeks the unprejudiced social inclusion of people with disabilities.

IMPACT: 60 persons with disabilities benefited

Children’s stories Reading Workshop

Workshop held at the Madres del Sol shelter for the children of female victims of domestic violence who reside or attend this facility.

IMPACT: 38 children benefited

SPORTS AND LEISURE VOLUNTEERING ACTIONS 2/2

10th INTERNAL CALL FOR SOCIAL PROJECTS

This call affords Konecta employees the opportunity to submit a proposal for a social project with any non-profit organisation with which they collaborate. The aim is to support social projects with which they are involved, and are, in turn, aligned with the objectives of Konecta Foundation.

This call received 61 projects, four of which were selected as winning projects:

BENEFICIARY	PROJECT
“Tierra de Hombres” Foundation (Galicia)	Medical treatments in Spain for African children who cannot be treated in their home countries.
Parents’ Association of Students with Disabilities in Alcobendas, APAMA. (Madrid)	Specialised and permanent care to children with disabilities upon completion of the Early Care phase.
“Lazos y Vida” Corporation (Colombia)	“Konectando lazos” consists of therapy for adolescents diagnosed with cancer through support groups to minimise the psycho-emotional and social consequences.
“Sueños y Huellas del Mañana” Corporation (Colombia)	Protection Project for children between 6 and 12 years in addition to their school day.

ImplicACCIÓN Awards

The involvement and commitment of employees are recognised in the following categories:

“Best department / territorial action”

To highlight the work of a particular team involved in social matters. In 2019, this award was given to a group of employees who took part in one campaign in which they altruistically manufacture crochet dolls for charitable purposes. Their goal is to raise funds to donate to social organisations. They also participate in the Charity Markets organised by the company and in professional volunteering campaigns. This helps create an excellent working environment and greater team spirit.

“Best individual action”

This award recognises Konecta employees’ commitment with the initiatives carried out. This time the collaboration, for more than 6 years, of a Konecta employee in the organisation of the Three Wise Men activities in a proactive and decisive manner deserved said recognition.

“Best labour integration action”

This award recognises employees working in the inclusion and support process for the employment of people with disabilities. In 2019, this award was given to Konecta’s Bankia Service, for their involvement and commitment with the Training School since its creation.

Our Social Action

2020 Social Objectives

ARGENTINA

Improving the employability of groups at risk of exclusion.

BRAZIL

Restructuring of the Labour integration Programme for people with disabilities.

CHILE

Training for key personnel in disability and employment to support the integration of these groups.

COLOMBIA

Strengthening the volunteers' team
Conducting technological volunteering activities.
Strengthening our work with the Community of Monteria.

SPAIN

Consolidating Konecta Foundation's Professional Training School with 2 more courses for their employability in Konecta, and providing training to more than 100 students.

Enhancing professional volunteering actions and pro-bono services related to our sector.

Continuing to work in the development of projects linked to employment and certified training related to our sector at national and international levels.

Strengthening partnerships with other organisations and companies in order to join forces in the labour and social integration of groups at risk of social exclusion.

PERU

Providing training and employment 150 new beneficiaries and reach a 80 % integration rate.

Participating in one biannual volunteering activity.

Creating two new partnerships focused on social action.

PORTUGAL

Increasing the number of volunteering activities and the participation of employees.



A woman with blonde hair tied back, wearing a black and white polka-dot shirt, is leaning over a desk in a factory or workshop. She is looking down and talking to another woman who is partially visible in the bottom right corner. In the background, another person is working at a desk. The scene is brightly lit, suggesting a window nearby.

20

Our greatest Value,
our Human Capital

20 years together

About this Report

About this Report

Coverage and scope

This document marks the fifth consecutive year of the publication of Konecta's Corporate Responsibility and Sustainability Report, prepared in accordance with the GRI Standards: Comprehensive option. And this is the second year that we publish it, in accordance with Law 11/18 on non-financial information and diversity, as part of GMM TOPCO CONEXIÓN Group consolidated financial statements. Likewise, in compliance with Law 11/2018, this document has been verified by an independent external body (AENOR).

With this report, Konecta, in a transparency exercise with its stakeholders, reports back on its commitments to sustainability under an economic, social and environmental approach.

Its contents also refer to the data from January 1 to December 31, 2019, and cover all activities of the Organisation.

Differences may be found in the figures published in 2017 and 2018, due to the improvement made in 2018 in the data collection system for all countries.

Materiality

This document particularly focuses on the issues identified as relevant in the materiality analysis carried out throughout 2019, the preparation process and results of which, are shown in the Corporate Responsibility and Sustainability section. Additionally, other two sections of the GRI Standards have been voluntarily included, even if they are not relevant to the organisation, as they contribute to increase transparency and the understanding of Konecta's activity.



Events after the reporting period



About this report

Events after the reporting period: Emergence of coronavirus (COVID-19)

The rapid global spread of the coronavirus (COVID-19), which appeared in China in January 2020, led to the World Health Organisation announcing a pandemic on March 11, 2020.

In view of the complexity of the markets as a result of globalisation and the absence, for the time being, of an effective treatment against the virus, the consequences for the operations of the Group are uncertain and will largely depend on the evolution of the pandemic in the upcoming months, as well as on the resilience and adaptation of economic agents.

Therefore, to the date of preparation of this Non-Financial Information Report it would still be premature to make a detailed assessment of the potential impacts of COVID-19 on social or environmental aspects related to Konecra's activity.

However, the Directors and Management of the Group have conducted a preliminary assessment of the current situation, based on the best available information that, while incomplete, reinforces our confidence in the strength of our business model, strongly focused for some years now, on digital transformation, and the competitive advantage that this represents in the long term.

From the point of view of continuity of operations, the company has activated contingency plans that have helped maintain service levels with high quality standards. However, given the characteristics of this crisis, there has been a marked decrease in activity in some of the services offered, such as sales and

face-to-face marketing, leading to the submission of a temporary employment regulation plan (ERTE, in Spanish), on grounds of force majeure in Spain, which affects 1,000 employees.

In contrast, priority services for customer care service have been strengthened. Also, a significant percentage of the Group customers in the world belong to sectors whose services have been declared essential, such as finance, telecoms, utilities and public administrations public. Therefore, in compliance with the regulations implemented in each country, the company has implemented a series of measures that preserve the safety and health of employees, while ensuring the provision of key services to citizens, which include emergency services, health, banking, energy supply, telecommunications, electronic commerce, and other key activities to society.

Thus, vulnerable staff has been identified and provided paid leaves from the outset to safeguard their integrity. The company has also been driven the telework modality in all geographical areas, with greater emphasis on those where regulation and technological development of the country so allow. An example of this and, understanding that these figures vary according to the latest developments, was 10 April, 2020, when 88 % of the employees in Argentina, 69 % in Portugal, about 60 % in Chile and Spain, 53 % in Morocco, and more than 40 % of the workforce in Colombia, worked from home. This entailed a huge effort by the Group in terms of providing all the necessary means.

For those still working at our facilities, a series of protocols and measures of protection, in line with the recommendations of the health authorities were implemented. These include observing the minimum 2-meter compulsory safety distance in workstations, which are now individual, strengthening the ongoing and thorough cleaning of the facilities, even if their occupation rate is lower, and the distribution of hygiene products in campaigns.

At this point, it is important to stress that the supply chain continues to operate under relatively normal conditions, supporting the efforts of the operational continuity and ensuring the flexibility of the business model.

Due the very nature of the business, a significant environmental impact is not expected, even if the decline in activity could lead to an improvement of the environmental indicators related to consumption. Similarly, to the extent that restrictions to contain the spread of the virus allow, waste management activities, as well as policies and actions against pollution remain active.

While, as noted above, it is too early to quantify the future impact of Covid-19 in operations for this year, Management keeps detailed track of the events, in order to successfully tackle the potential impacts, both financial and non-financial, that may occur.

As has been the case until now, the Group will continue to make the necessary means available to manage this situation and to cooperate with the authorities as deemed necessary. Finally, Konecta would like to wholeheartedly thank its employees for their commitment, loyalty and dedication in circumstances as complicated as these; to its customers and shareholders for their trust and willingness to work together and, thus, meet the challenges of this crisis, and the management team for the tremendous effort made to set a clear course in times of uncertainty.

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ORGANISATIONAL PROFILE																																																																																																																											
LAW 11/2018 REQUIREMENT Including the organisation's business environment, its organisation and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends that may affect its future evolution.																																																																																																																											
102-1	Name of the organisation	GMM TOPCO CONEXIÓN, S.L. The Group develops outsourcing activities related to Customer Relationship and BPO (Business Process Outsourcing) services under the Konecta brand.	20																																																																																																																								
102-2	Activities, brands, products and services.	See Konecta: Growth and transformation	10-19 28-43																																																																																																																								
102-3	Location of headquarters.	See Konecta: Growth and transformation	170																																																																																																																								
102-4	Location of operations.	Argentina, Brazil, Chile, Colombia, Spain, Mexico, Morocco, Peru and Portugal	18-19																																																																																																																								
102-5	Ownership and legal form.	GMM TOPCO CONEXIÓN, S.L., with registered address at C/Serrano 41. 28001 Madrid, Spain.	-																																																																																																																								
102-6	Markets served (including geographical breakdown by sectors and types of customers and beneficiaries).	See Konecta: Growth and transformation See Konecta: Comprehensive solutions at the service of our Clients See Konecta: Sustainability and Innovation See Konecta: We Konnect with our Clients	10-19 28-43																																																																																																																								
102-7	Scale of the organisation.	See Konecta: Growth and transformation	5 10-19 28-43 51-54																																																																																																																								
LAW 11/2018 REQUIREMENT Total number and distribution of employees by gender, age, country and job classification; total number and distribution of forms of employment contract, annual average term contracts, temporary contracts and part-time contracts by gender, age and job classification.																																																																																																																											
102-8	Information on employees and other workers.	See Our Social Dimension: Human Capital At the end of 2019, the company had hired 0.095% of employees in Colombia, Portugal and Spain through TEAs. <table border="1"> <thead> <tr> <th>Professional category (n° people)</th> <th>Spain</th> <th>Argentina</th> <th>Brazil</th> <th>Chile</th> <th>Colombia</th> <th>Morocco</th> <th>Mexico</th> <th>Peru</th> <th>Portugal</th> </tr> </thead> <tbody> <tr> <td>Agent / Admin / Validator</td> <td>14,543</td> <td>6,149</td> <td>6,592</td> <td>1,717</td> <td>13,008</td> <td>106</td> <td>4,208</td> <td>11,775</td> <td>953</td> </tr> <tr> <td>Quality</td> <td>32</td> <td>0</td> <td>209</td> <td>29</td> <td>147</td> <td>0</td> <td>123</td> <td>250</td> <td>11</td> </tr> <tr> <td>Force/ Instructor</td> <td>1</td> <td>30</td> <td>78</td> <td>0</td> <td>221</td> <td>0</td> <td>51</td> <td>209</td> <td>-</td> </tr> <tr> <td>Coordinator</td> <td>1,035</td> <td>296</td> <td>269</td> <td>114</td> <td>618</td> <td>9</td> <td>210</td> <td>689</td> <td>27</td> </tr> <tr> <td>Supervisor</td> <td>347</td> <td>0</td> <td>64</td> <td>22</td> <td>142</td> <td>1</td> <td>2</td> <td>156</td> <td>39</td> </tr> <tr> <td>Service Manager</td> <td>88</td> <td>0</td> <td>0</td> <td>11</td> <td>0</td> <td>2</td> <td>92</td> <td>23</td> <td>-</td> </tr> <tr> <td>Head of Services</td> <td>37</td> <td>78</td> <td>31</td> <td>0</td> <td>84</td> <td>0</td> <td>0</td> <td>54</td> <td>-</td> </tr> <tr> <td>Other Operations Managers</td> <td>0</td> <td>7</td> <td>2</td> <td>1</td> <td>10</td> <td>1</td> <td>5</td> <td>11</td> <td>2</td> </tr> <tr> <td>Others / Structure</td> <td>211</td> <td>24</td> <td>356</td> <td>10</td> <td>61</td> <td>1</td> <td>77</td> <td>46</td> <td>10</td> </tr> <tr> <td>Other Operations Staff</td> <td>69</td> <td>0</td> <td>10</td> <td>0</td> <td>4</td> <td>0</td> <td>15</td> <td>0</td> <td>9</td> </tr> <tr> <td>Total</td> <td>16,363</td> <td>6,584</td> <td>7,611</td> <td>1,904</td> <td>14,295</td> <td>120</td> <td>4,783</td> <td>13,213</td> <td>1,051</td> </tr> </tbody> </table>	Professional category (n° people)	Spain	Argentina	Brazil	Chile	Colombia	Morocco	Mexico	Peru	Portugal	Agent / Admin / Validator	14,543	6,149	6,592	1,717	13,008	106	4,208	11,775	953	Quality	32	0	209	29	147	0	123	250	11	Force/ Instructor	1	30	78	0	221	0	51	209	-	Coordinator	1,035	296	269	114	618	9	210	689	27	Supervisor	347	0	64	22	142	1	2	156	39	Service Manager	88	0	0	11	0	2	92	23	-	Head of Services	37	78	31	0	84	0	0	54	-	Other Operations Managers	0	7	2	1	10	1	5	11	2	Others / Structure	211	24	356	10	61	1	77	46	10	Other Operations Staff	69	0	10	0	4	0	15	0	9	Total	16,363	6,584	7,611	1,904	14,295	120	4,783	13,213	1,051	5 51-54 69
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GRI Standard	Summary / Description	Comment / Section	Page																						
ORGANISATIONAL PROFILE																									
102-9	Supply chain.	Konecta's main procurement categories are: services and IT equipment, and infrastructure and maintenance expenses. Konecta has specific procedures in each country for the registration and approval of suppliers, managed through the company's Procurement Portal. This process promotes compliance with the ethical standards contained in the Code of Ethics for Suppliers, as well as with the 10 principles of the Global Compact, and the monitoring of the company's policies on Environment, Occupational Health and Safety, Quality, Equal Opportunities, and Fight against Corruption and Money Laundering, which are embedded into the portfolio of Product and Services of the company. There is a centralised Procurement Committee, responsible for overseeing the procurement process throughout the Group worldwide. Konecta's Organisation and Procedures Department prepared a corporate procedure for suppliers registration and homologation, which considers their social and sustainability commitments, as part of the selection criteria used by Konecta.	25																						
102-10	Significant changes to the organisation and its supply chain.	See Konecta: Growth and transformation	10-19 20																						
LAW 11/2018 REQUIREMENT Detailed information on current and foreseeable effects of the company's activities on the environment and, where appropriate, health and safety, environmental assessment procedures or certification; resources devoted to prevention of environmental risks; the application of the precautionary principle, the amount of provisions and guarantees for environmental risks.																									
102-11	Precautionary Principle or approach.	Current or future impacts on the quality of service and the environment have been identified and assessed, as stipulated in Konecta's Integrated Quality and Environmental Management System. The nature of our business does not require the allocation of provisions and guarantees for environmental risks.	26 84-87 90-101																						
LAW 11/2018 REQUIREMENT Association or sponsorship actions.																									
102-12	External initiatives.	See Corporate Responsibility and Sustainability: We contribute to Sustainable Development See Social Action: Training and Employment See Social Action: Social Development See Social Action: Volunteering actions	86-89 104-123																						
LAW 11/2018 REQUIREMENT Association or sponsorship actions.																									
102-13	Membership of associations.	<table border="1"> <thead> <tr> <th>Spain</th> <th>Peru</th> </tr> </thead> <tbody> <tr> <td>Spanish Global Compact Network</td> <td>Business for Disability Network (founders)</td> </tr> <tr> <td>Inserta Responsible Forum</td> <td>Aequales Community</td> </tr> <tr> <td></td> <td>AMCHAM's Sustainable Development Committee</td> </tr> <tr> <td>Companies in favour of a Society free of Gender-based Violence, Ministry of Health, Social Services and Equality</td> <td>IGUALES committee of the Spanish Chamber in Peru</td> </tr> <tr> <td></td> <td>AMCHAM's Diversity Committee</td> </tr> <tr> <td></td> <td>Pride Connection</td> </tr> <tr> <td></td> <td>APEXO's Social Responsibility Committee</td> </tr> <tr> <th>Argentina</th> <th>Colombia</th> </tr> <tr> <td>Argentinian Institute of Corporate Social Responsibility (IARSE)</td> <td>Fenalco Solidarity Corporation</td> </tr> <tr> <td>Business club committed to the inclusion of persons with disabilities (CEC)</td> <td>Human Management Association</td> </tr> </tbody> </table>	Spain	Peru	Spanish Global Compact Network	Business for Disability Network (founders)	Inserta Responsible Forum	Aequales Community		AMCHAM's Sustainable Development Committee	Companies in favour of a Society free of Gender-based Violence, Ministry of Health, Social Services and Equality	IGUALES committee of the Spanish Chamber in Peru		AMCHAM's Diversity Committee		Pride Connection		APEXO's Social Responsibility Committee	Argentina	Colombia	Argentinian Institute of Corporate Social Responsibility (IARSE)	Fenalco Solidarity Corporation	Business club committed to the inclusion of persons with disabilities (CEC)	Human Management Association	48-49
Spain	Peru																								
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STRATEGY			
LAW 11/2018 REQUIREMENT Objectives and strategies, and key factors and trends that may affect future developments.			
102-14	Statement of senior executives responsible for decision making.	Message from the Board	5-7
LAW 11/2018 REQUIREMENT Main risks related to these issues related to the activities of the group, including, when relevant and proportionate, their business relationships, products or services that may have negative effects in those areas, and how the group manages those risks, explaining the procedures used to detect and evaluate them according to national, European or international reference frameworks for each subject. Information on the impacts that have been detected must be included, offering a breakdown of them, in particular on the main short, medium and long-term risks.			
102-15	Key impacts, risks and opportunities.	<p>Konecta periodically identifies, through its management system, its weaknesses, threats, strengths and opportunities through a SWOT analysis. This analysis is a source of information for identifying risks and opportunities for the company in the short, medium and long term.</p> <p>The risks identified with the greatest impact in 2019 were competition, high technological requirements arising from the transition of services to the digital world, cybersecurity, foreign exchange risks resulting from the currency fluctuation in commercial transactions with foreign currency, high absenteeism / attrition of the sector, difficulty finding highly trained professional profiles, business diversification, changing consumer trends in response to technological advances, legislative changes and natural disasters. For all of these aspects, we have implemented actions aimed at mitigating said risks.</p> <p>Opportunities focus on the good prospects from countries which have strengthened the presence of the company.</p>	5-7 11-17 83-87 130-132
ETHICS AND INTEGRITY			
102-16	Values, principles, standards, and norms of behaviour.	See Konecta: Mission, Vision and Values See Konecta: Ethics and Integrity See Corporate Responsibility and Sustainability	22-26 83-87

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ETHICS AND INTEGRITY			
102-17	Mechanisms for advice and concerns about ethics.	<p>See Konecta: Corporate Governance</p> <p>See Konecta: Mission, Vision and Values</p> <p>See Konecta: Ethics and integrity, Ethics Line</p> <p>See Corporate Responsibility and Sustainability</p> <p><u>Complaints linked to the Code of Ethics received through the Ethic Line in 2019:</u></p> <p>Despite its delivery via this channel, most complaints do not correspond to regulatory violations or breach of legal obligations regarding ethical principles, but communications associated with labour relations and equal opportunities, respect for people, work-life balance, prevention of occupational risks, which have been referred to the relevant departments, mostly HR, who is responsible for carrying out the relevant investigation and issue a decision. 100 % of the complaints received were handled:</p> <p>Spain: 23 complaints received, only 4 in connection with the Code of Ethics, and handled by the HR and Operations Departments.</p> <p>Argentina: 26 complaints received through the Ethics Line, the Internal Customer Care Department and the Konectados platform. Of the total, two were related to ethical issues. Upon investigation, one was dismissed for lack of evidence and the second one led to the implementation of corrective actions; one related a sexual harassment situation that resulted in the dismissal of the person accused; other four are operation-focused, based on the nature of the work done. The remaining 19 complaints correspond to conflicts arising from labour relations: Complaints caused by bullying, harassment, favoritism, disrespectful treatment. Nine out of these were dismissed due to lack of evidence; one ended in termination and the remaining nine were resolved internally, with the adoption of measures commensurate with the misconduct. All these cases were duly investigated.</p> <p>Brazil: 11 complaints entirely related to administrative personnel management (leaves, variable pays, non-compliant discounts, etc.). There were no complaints related to ethical issues.</p> <p>Chile: 3 complaints for harassment. All three were investigated and resolved internally.</p> <p>Colombia: 35 complaints received and handled, not linked to issues relevant to this channel: 8 related to log in as another user, one to browsing banned websites; four for alleged cases of favoritism; six complaints for non-compliance with procedures, incentive payments or layoffs, and the rest for misconduct and coexistence issues.</p> <p>Morocco: 0 complaints reported.</p> <p>Mexico: two complaints were reported in January 2020, in connection with aggressive attitudes by employees and disrespect. They have all been addressed.</p> <p>Peru: 5 reports for possible fraud: 3 out of them were closed (two of them were unfounded and one is still on follow up after taking measures), two remain open, with corrective measures which will be monitored until the next audit.</p> <p>Portugal: 0 complaints reported.</p>	22-28 84-91

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102-18	Governance structure.	See Konecta: Growth and transformation See Konecta: Corporate Governance	20-21
102-19	Delegating authority.	The Corporate Responsibility and Sustainability Team depends on the General Secretary, a member of the Steering Committee of the company (who reports directly to the Board) and has quantified targets established with the collaboration of other areas. To implement Corporate Responsibility and Sustainability Policies at the local level, one person in each country is appointed for gathering the requested information. Frequent contact with this network of appointees is maintained.	20-21 84-86
102-20	Executive-level responsibility for economic, environmental, and social topics.	See Konecta: Corporate Governance	20-21
102-21	Consulting stakeholders on economic, environmental, and social topics	See Corporate Responsibility and Sustainability: Relationship with stakeholders	88-91
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102-23	Chair of the highest governance body.	See Konecta: Corporate Governance	21
102-24	Nomination and selection of the highest governance body.	Members of the Board of Directors are appointed by the shareholders of the company in proportion to their share ownership.	20-21
102-25	Conflicts of interest.	See Konecta: Ethics and integrity See Corporate Responsibility and Sustainability: Relationship with stakeholders	24-25 88-91
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102-27	Collective knowledge of highest governance body.	The Board of Directors is regularly informed on the progress made in the Corporate Responsibility and Sustainability System regarding topics related to the economic, social and environmental management that said System encompasses.	20 86
102-28	Evaluation of the performance of the highest governance body.	See Konecta: Corporate Governance See Corporate Responsibility and Sustainability	20-21 83-87
LAW 11/2018 REQUIREMENT Description of the policies applied by the group on these issues, including the due diligence procedures applied to the identification, evaluation, prevention and mitigation of significant risks and impacts, and verification and control, as well as the measures that have been adopted.			
102-29	Identification and management of economic, environmental and social impacts.	See Konecta: Mission, Vision and Values See Konecta: Ethics and integrity See Konecta: Certifications and recognitions See Our Social Dimension: Equality and integration See Our Social Dimension: A healthy company See Corporate Responsibility and Sustainability	22-27 44-47 65-69 73-78 83-91

GRI Standard	Summary / Description	Comment / Section	Page								
GOVERNANCE											
LAW 11/2018 REQUIREMENT Description of the policies applied by the group on these issues, including the due diligence procedures applied to the identification, evaluation, prevention and mitigation of significant risks and impacts, and verification and control, as well as the measures that have been adopted.											
102-30	Effectiveness of risk management processes.	Konecta's methodology for risk management is based on the Quality and Environmental Management Systems, through which we have identified situations with possible critical impacts to which the company processes are exposed, including social risks, essential in making decisions. Once identified, they were assessed under the parameters of impact and probability, to determine their inherent risk, and establish actions for those rated as extreme.	-								
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102-31	Review of economic, environmental, and social topics.	The main contingencies and uncertainties to which the company processes are exposed, including those of social nature, essential in decision-making. Once identified, they were assessed under the parameters of impact and probability, to determine their inherent risk, and establish actions for those rated as extreme.	-								
102-32	Highest governance body's role in sustainability reporting.	The sustainability report is approved by the Board of Directors.	-								
102-33	Communication of critical concerns.	The Board of Directors analyses and communicates to the Steering Committee the relevant issues related to the organisation.	-								
102-34	Nature and total number of critical concerns.	See Corporate Responsibility and Sustainability: Relationship with stakeholders. See indicator 102-17	88-91								
LAW 11/2018 REQUIREMENT Average remuneration of directors and executives, including variable payments, allowances, and compensations.											
102-35	Remuneration policies	In 2019, the Group paid compensations to members of the Board for said position amounting to 7 EUR thousands. The remuneration received by the members of the Board acting as Senior Executives in 2019, broken down by concept were as follows: <table border="1"> <thead> <tr> <th>2019</th> <th>EUR Thousands</th> </tr> </thead> <tbody> <tr> <td>Wages</td> <td>710</td> </tr> <tr> <td>Remuneration in cash</td> <td>671</td> </tr> <tr> <td>Retribución en especie</td> <td>39</td> </tr> </tbody> </table> Senior Management of the parent company is located in Spain, is made up entirely of male executives, above 50 years old. This is the reason why this information cannot be disaggregated by country, gender or age range.	2019	EUR Thousands	Wages	710	Remuneration in cash	671	Retribución en especie	39	-
2019	EUR Thousands										
Wages	710										
Remuneration in cash	671										
Retribución en especie	39										
102-36	Process to determine remuneration.	Remuneration in Spain is established by the sectoral collective agreement. Argentina, Chile and Brazil have their own collective bargaining agreements. In the other countries where Konecta is present, compensation is associated with the applicable legislation.	-								
102-37	Stakeholders' involvement in remuneration.	Members of the Board approves the maximum annual remuneration to be received by the President and CEO.	-								

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STAKEHOLDER ENGAGEMENT																							
102-40	List of stakeholder groups.	See Corporate Responsibility and Sustainability: Relationship with stakeholders	88-91																				
102-41	Collective bargaining agreements	Spain's collective agreement, covering the entire staff, was signed in 2017. <table border="1"> <thead> <tr> <th>Country</th> <th>Percentage of employees collective bargaining agreements</th> </tr> </thead> <tbody> <tr> <td>Argentina</td> <td>88 %</td> </tr> <tr> <td>Brazil</td> <td>100 %</td> </tr> <tr> <td>Chile</td> <td>78 %</td> </tr> <tr> <td>Colombia</td> <td>0 %</td> </tr> <tr> <td>Spain</td> <td>100 %</td> </tr> <tr> <td>Marruecos</td> <td>0 %</td> </tr> <tr> <td>Mexico</td> <td>82 %</td> </tr> <tr> <td>Peru</td> <td>0 %</td> </tr> <tr> <td>Portugal</td> <td>0 %</td> </tr> </tbody> </table>	Country	Percentage of employees collective bargaining agreements	Argentina	88 %	Brazil	100 %	Chile	78 %	Colombia	0 %	Spain	100 %	Marruecos	0 %	Mexico	82 %	Peru	0 %	Portugal	0 %	25 65 77
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Portugal	0 %																						
102-42	Identification and selection of stakeholders	See Corporate Responsibility and Sustainability: Relationship with stakeholders	88-91																				
102-43	Approach to stakeholder engagement.	See Corporate Responsibility and Sustainability: Relationship with stakeholders	88-91																				
102-44	Key topics and concerns raised.	See Corporate Responsibility and Sustainability: Relationship with stakeholders	88-91																				
MATERIAL ASPECTS AND COVERAGE																							
102-45	Institutions included in the consolidated financial statements.	GMM TOPCO CONNECTION SL , as parent company, and Giralda Holding Conexión, S.L.U.; Inbond Inversiones 2014, S.L.; Brendenbury, S.L.; Grupo Konectanet, S.L.U.; Konecta BTO, S.L; Konecta Field Marketing, S.A.; Grupo Konecta Centros Especiales de Empleo, S.L.; Konecta Mediación, S.L.; Puntoform, S.L.; Stratton Spain, S.L.U.; Allus Spain, S.L.U.; Konecta Gestión Integral de Procesos, S.L.; Konectanet Comercialización, S.L.; Konectanet Andalucía, S.L.; Kontakta Comunicaciones, S.A.; Konecta Servicios de BPO, S.L.; Konecta Servicios Administrativos y Tecnológicos, S.L.; Universal Support, S.A.; Konecta Activos Inmobiliarios, S.L.; Sum Connect Iniciativas, SLU; Sum Talk Iniciativas, SA; Sum Call Iniciativas, S.L.U.; Multienlace, S.A.S.; Stratton Perú, S.A.; Stratton Argentina, S.A.; Stratton NEA, S.A.; Stratton RES, S.A.; Stratton Chaco, S.A.; BEX, S.A.; Grupo Konectanet México Servicios, S.A. de CV; Grupo Konecta Maroc, S.A.R.L.A.U.; Konecta Portugal, Lda.; Konecta Brazil Outsourcing, Ltd.; Uranet Proyectos e Sistemas Ltda.; Grupo Konecta UK, Limited; Konecta Chile, Limitada; Kallplat Chile, Limitada; B-Connect Services, S.A. de C.V.; Konectanet II, Mediadora de Seguros, Lda; as subsidiaries.	-																				
102-46	Definition of the contents of the reports and coverage of the subject.	See Corporate Responsibility and Sustainability: Relationship with stakeholders About this Report	88-91 128																				
102-47	List of material topics.	See Corporate Responsibility and Sustainability: Relationship with stakeholders	88-91																				
102-48	Restatements of information.	In the event of changes in calculations or restatements of the information herein contained, said changes shall be indicated in each case accordingly.	-																				

GRI Standard	Summary / Description	Comment / Section	Page																						
MATERIAL ASPECTS AND COVERAGE																									
102-49	Changes in reporting.	About this Report This Report includes information required by the new Law 11/2018, on Non-financial information.	128																						
REPORT PROFILE																									
102-50	Reporting period.	2019	128																						
102-51	Date of most recent report.	2018																							
102-52	Reporting cycle.	Yearly	128																						
102-53	Contact point for questions regarding the report.	mcalvarez@grupokonecta.com	-																						
102-54	Claims of reporting in accordance with the GRI Standards.		128																						
102-55	GRI content index.		134-164																						
102-56	External assurance.	Verified by AENOR.	128																						
MANAGEMENT APPROACH																									
103-1	Explanation of the material topic and its coverage.	The explanation for each material issue is detailed in the corresponding section of the Report and, more specifically, in this index.	-																						
103-2	The management approach and its components.	The focus of each material issue is explained in the corresponding section of this Report and, more specifically, in this index.	-																						
103-3	Evaluation of the management approach.	The evaluation of the approach for each material issue is reported in the relevant section of the Report by the impacts reported. External assurance of this Report is also evaluated.	-																						
ECONOMIC PERFORMANCE																									
MANAGEMENT APPROACH: ECONOMIC PERFORMANCE																									
LAW 11/2018 REQUIREMENT Profits earned by country; income taxes paid.																									
201-1	Direct economic value generated and distributed.	Key Figures Economic value retained (EUR thousands): 13,127 The table below shows the profits earned by country: <table border="1"> <thead> <tr> <th>Country</th> <th>Profits earned (EUR Thousands)</th> </tr> </thead> <tbody> <tr> <td>Mexico</td> <td>-521.73</td> </tr> <tr> <td>Peru</td> <td>3,016.39</td> </tr> <tr> <td>Chile</td> <td>-521.91</td> </tr> <tr> <td>Portugal</td> <td>-4.43</td> </tr> <tr> <td>UK</td> <td>-762.68</td> </tr> <tr> <td>Morocco</td> <td>-201.37</td> </tr> <tr> <td>Colombia</td> <td>6,959.78</td> </tr> <tr> <td>Argentina</td> <td>752.56</td> </tr> <tr> <td>Brazil</td> <td>3,188.64</td> </tr> <tr> <td>Spain</td> <td>-18,139.76</td> </tr> </tbody> </table>	Country	Profits earned (EUR Thousands)	Mexico	-521.73	Peru	3,016.39	Chile	-521.91	Portugal	-4.43	UK	-762.68	Morocco	-201.37	Colombia	6,959.78	Argentina	752.56	Brazil	3,188.64	Spain	-18,139.76	8-9
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MANAGEMENT APPROACH: ECONOMIC PERFORMANCE																							
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Important elements of GHG emissions generated as a result of the activities of the company, including the use of goods and services producing them; measures taken to adapt to the consequences of climate change; reduction goals established voluntarily, in the medium and long term, to reduce GHG emissions and the means implemented for this purpose.																						
	201-2	Financial implications and other risks and opportunities due to climate change.	Given the activities conducted by the Group companies, no financial implications arising from climate change occur. The risk matrix takes into account environmental risks.	-																			
	LAW 11/2018 REQUIREMENT Payments to welfare systems in the long term and other perceptions disaggregated by sex.																						
	201-3	Defined benefit plan obligations and other retirement plans.	There are no benefit plans available.	-																			
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Public subsidies received.																						
	201-4	Financial assistance received from government.	Key Figures	8-9																			
MANAGEMENT APPROACH: MARKET PRESENCE																							
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Average wages and evolution thereof disaggregated by sex, age and professional or similar classification; wage gaps, job compensation for equal positions or in average in the company.																						
	202-1	Ratios of standard entry level wage by gender compared to local minimum wage.	See indicator 405-2 100 % of Konecta's wages are above the MW.	-																			
	LAW 11/2018 REQUIREMENT Impact of the company's activity on employment and local development.																						
202-2	Proportion of senior management hired from the local community.	<table border="1"> <thead> <tr> <th>Country</th> <th>% of executives from the local community</th> </tr> </thead> <tbody> <tr><td>Argentina</td><td>100 %</td></tr> <tr><td>Brazil</td><td>75 %</td></tr> <tr><td>Chile</td><td>71 %</td></tr> <tr><td>Colombia</td><td>100 %</td></tr> <tr><td>Spain</td><td>100 %</td></tr> <tr><td>Morocco</td><td>100 %</td></tr> <tr><td>Mexico</td><td>100 %</td></tr> <tr><td>Peru</td><td>57 %</td></tr> <tr><td>Portugal</td><td>80 %</td></tr> </tbody> </table>	Country	% of executives from the local community	Argentina	100 %	Brazil	75 %	Chile	71 %	Colombia	100 %	Spain	100 %	Morocco	100 %	Mexico	100 %	Peru	57 %	Portugal	80 %	-
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MANAGEMENT APPROACH: INDIRECT ECONOMIC IMPACTS																							
203-1	Infrastructure investments and services supported.	Key Figures	8-9																				

GRI Standard	Summary / Description	Comment / Section	Page	
MANAGEMENT APPROACH: INDIRECT ECONOMIC IMPACTS				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Impact of the company's activity on local development; impact of the company's activity on local populations and on the territory.			
	203-2	Significant indirect economic impacts.	Key Figures	8-9
MANAGEMENT APPROACH: PROCUREMENT PRACTICES				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Inclusion of social, gender equality and environmental aspects in the procurement policy; consideration of suppliers' social and environmental responsibilities for approval; monitoring systems, audits and results thereof.			
	204	Procurement Practices.	See Konecta: Ethics and integrity See Corporate Responsibility and Sustainability: Relationship with stakeholders In late 2018, a Suppliers' Approval and Evaluation Module was embedded into Konecta's Procurement Portal, and was gradually deployed to all countries. At the end of 2019, 676 evaluations were performed for 1,019 active and approved suppliers for at least one year.	24-25 88-91
	LAW 11/2018 REQUIREMENT Impact of the company's activity on employment and local development; impact of the company's activity on local populations and on the territory.			
204-1	Proportion of spending on local suppliers.	Konecta mostly engages local suppliers.	-	
MANAGEMENT APPROACH: ANTI-CORRUPTION				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Measures taken to prevent corruption and bribery; measures to combat money laundering, contributions to foundations and non-profit organisations.			
	205-1	Operations assessed for risks related to corruption.	See Konecta: ethics and integrity, Ethics Line	-
	205-2	Communication and training on anti-corruption policies and procedures.	See Konecta: ethics and integrity, Ethics Line	24-25
	205-3	Confirmed incidents of corruption and actions taken.	0 cases	-
	Money laundering.	<p>In accordance with Law 10/2010 of 28 April, on the Prevention of Money Laundering and the Financing of Terrorism, Konecta is not a legally-bound subject, however, internal measures have been taken in financial management in order to ensure the maximum correction of all economic transactions made by the company. For example, no payments are made to suppliers in cash and the payment of invoices is made only to the account number specified on the invoice. If such information is not included, a certificate of account ownership is required.</p> <p>In addition, in order to prove the actual holder of the shares of the different companies that make up Konecta, the corresponding title deeds have been notarised, in order to submit said documentation to financial institutions and other legally-bound subjects.</p> <p>In December 2019, the Board of Directors approved the revised and updated corporate policies and procedures as part of its compliance system, including the Anti-Corruption and Money Laundering Policy.</p>		

GRI Standard	Summary / Description	Comment / Section	Page										
MANAGEMENT APPROACH: ANTI-COMPETITIVE BEHAVIOUR													
206-1	Legal actions related to unfair competition, monopolistic practices and against free competition.	0 complaints.	-										
ENVIRONMENTAL PERFORMANCE													
MANAGEMENT APPROACH: MATERIALS													
LAW 11/2018 REQUIREMENT Consumption of raw materials and the measures adopted to improve the efficiency of their use.													
301-1	Materials used by weight or volume.	Not significant, due to the activities developed.	-										
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Measures for the prevention, recycling, reuse of materials, as well as other forms of recovery, and waste disposal; actions to fight against food waste.												
	301-2	Recycled input materials used.	See Corporate Responsibility: We are sustainable <table border="1"> <thead> <tr> <th>Materials (Spain)</th> <th>% Recycled</th> </tr> </thead> <tbody> <tr> <td>Office chairs (made up of recycled materials)</td> <td>100 %</td> </tr> <tr> <td>Headphones (TCO certified)</td> <td>34 %</td> </tr> <tr> <td>Office supplies</td> <td>17.7 %</td> </tr> <tr> <td>Ecolabel Paper</td> <td>100 %</td> </tr> </tbody> </table> Actions to collect the data from the rest of countries is currently underway.	Materials (Spain)	% Recycled	Office chairs (made up of recycled materials)	100 %	Headphones (TCO certified)	34 %	Office supplies	17.7 %	Ecolabel Paper	100 %
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MANAGEMENT APPROACH: PRODUCTS AND SERVICES													
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Measures for the prevention, recycling, reuse of materials, as well as other forms of recovery, and waste disposal; actions to fight against food waste.												
	301-3	Reclaimed products and their packaging materials.	Konecta does not apply specific actions to combat food waste. This aspect is not deemed significant as only one facility has a cafeteria.	-									

GRI Standard	Summary / Description	Comment / Section	Page																					
MANAGEMENT APPROACH: ENERGY																								
LAW 11/2018 REQUIREMENT Direct and indirect energy consumption, measures taken to improve energy efficiency , and the use of renewable energy.																								
GRI VERSION 2016	302-1	Energy consumption within the organisation.	See Corporate Responsibility: We are sustainable <table border="1"> <thead> <tr> <th>Country</th> <th>kWh</th> </tr> </thead> <tbody> <tr> <td>Argentina</td> <td>5,149,827</td> </tr> <tr> <td>Brazil</td> <td>3,502,806</td> </tr> <tr> <td>Chile</td> <td>2,489,745</td> </tr> <tr> <td>Colombia</td> <td>11,722,396</td> </tr> <tr> <td>Spain</td> <td>13,554,642</td> </tr> <tr> <td>Morocco</td> <td>112,790</td> </tr> <tr> <td>Mexico</td> <td>3,998,080</td> </tr> <tr> <td>Peru</td> <td>8,902,021</td> </tr> <tr> <td>Portugal</td> <td>650,333</td> </tr> </tbody> </table> While the use of renewable energy was not monitored throughout 2019, in late 2019, the company agreed on procuring its power supply from 100 % renewable certified guarantee of origin sources for all Konecta facilities in Spain from 2020 onwards.	Country	kWh	Argentina	5,149,827	Brazil	3,502,806	Chile	2,489,745	Colombia	11,722,396	Spain	13,554,642	Morocco	112,790	Mexico	3,998,080	Peru	8,902,021	Portugal	650,333	94-97
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302-2	Energy consumption outside the organisation.	There are no tools available for this calculation.	-																					
GRI VERSION 2016	302-3	Energy intensity.	<table border="1"> <thead> <tr> <th>Country</th> <th>kWh / employees</th> </tr> </thead> <tbody> <tr> <td>Argentina</td> <td>782</td> </tr> <tr> <td>Brazil</td> <td>460</td> </tr> <tr> <td>Chile</td> <td>1,308</td> </tr> <tr> <td>Colombia</td> <td>820</td> </tr> <tr> <td>Spain</td> <td>828</td> </tr> <tr> <td>Morocco</td> <td>940</td> </tr> <tr> <td>Mexico</td> <td>836</td> </tr> <tr> <td>Peru</td> <td>674</td> </tr> <tr> <td>Portugal</td> <td>619</td> </tr> </tbody> </table>	Country	kWh / employees	Argentina	782	Brazil	460	Chile	1,308	Colombia	820	Spain	828	Morocco	940	Mexico	836	Peru	674	Portugal	619	94
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LAW 11/2018 REQUIREMENT Direct and indirect energy consumption, measures taken to improve energy efficiency , and the use of renewable energy.																								
GRI VERSION 2016	302-4	Reduction of energy consumption.	<table border="1"> <thead> <tr> <th>Country</th> <th>Reduction compared to 2018 *</th> </tr> </thead> <tbody> <tr> <td>Argentina</td> <td>-9.16 %</td> </tr> <tr> <td>Brazil</td> <td>-31.6%</td> </tr> <tr> <td>Chile</td> <td>-8.42%</td> </tr> <tr> <td>Colombia</td> <td>6.11%</td> </tr> <tr> <td>Spain</td> <td>-3.02%</td> </tr> <tr> <td>Morocco</td> <td>45.07%</td> </tr> <tr> <td>Mexico</td> <td>29.07%</td> </tr> <tr> <td>Peru</td> <td>-1.35%</td> </tr> <tr> <td>Portugal</td> <td>-16.45%</td> </tr> </tbody> </table> * Positive values correspond to reductions. Negative values correspond to increases	Country	Reduction compared to 2018 *	Argentina	-9.16 %	Brazil	-31.6%	Chile	-8.42%	Colombia	6.11%	Spain	-3.02%	Morocco	45.07%	Mexico	29.07%	Peru	-1.35%	Portugal	-16.45%	94-96
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Mexico	29.07%																							
Peru	-1.35%																							
Portugal	-16.45%																							
302-5	Reductions in energy requirements of products and services.	See Corporate Responsibility: We are sustainable	94-97																					

GRI Standard	Summary / Description	Comment / Section	Page																				
MANAGEMENT APPROACH: WATER																							
LAW 11/2018 REQUIREMENT Water consumption and water supply according to local constraints.																							
GRI VERSION 2016	303-1	Water withdrawal by source. See Corporate Responsibility: We are sustainable Water consumed at Konecta comes from the public water network <table border="1"> <thead> <tr> <th>Country</th> <th>Water consumption (m³ / employee)</th> </tr> </thead> <tbody> <tr><td>Argentina</td><td>3.82</td></tr> <tr><td>Brazil</td><td>2.27</td></tr> <tr><td>Chile</td><td>12.55</td></tr> <tr><td>Colombia</td><td>8.59</td></tr> <tr><td>Spain</td><td>2.98</td></tr> <tr><td>Morocco</td><td>4.49</td></tr> <tr><td>Mexico</td><td>2.88</td></tr> <tr><td>Peru</td><td>4.61</td></tr> <tr><td>Portugal</td><td>4.38</td></tr> </tbody> </table>	Country	Water consumption (m ³ / employee)	Argentina	3.82	Brazil	2.27	Chile	12.55	Colombia	8.59	Spain	2.98	Morocco	4.49	Mexico	2.88	Peru	4.61	Portugal	4.38	97-98
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Peru	4.61																						
Portugal	4.38																						
303-2	Water sources significantly affected by water discharge.	None.	-																				
303-3	Water recycled and reused.	Water is not reused or recycled.	-																				
MANAGEMENT APPROACH: BIODIVERSITY																							
LAW 11/2018 REQUIREMENT Measures taken to preserve or restore biodiversity.																							
GRI VERSION 2016	304	BIODIVERSITY	See Corporate Responsibility: We are sustainable	92																			
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Konecta centres are not in protected areas.	-																			
	LAW 11/2018 REQUIREMENT Impacts caused by activities or operations in protected areas.																						
	304-2	Significant impacts of activities, products, and services on biodiversity.	Konecta centres are not in protected areas and their activities do not generate significant impacts on biodiversity.	-																			
	304-3	Habitats protected or restored.	See Corporate Responsibility: We are sustainable	92																			
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations.	Not significant, due to the activities developed.	-																				

GRI Standard	Summary / Description	Comment / Section	Page																																													
MANAGEMENT APPROACH: EMISSIONS																																																
LAW 11/2018 REQUIREMENT Important elements of GHG emissions generated as a result of the activities of the company, including the use of goods and services producing them; measures taken to adapt to the consequences of climate change; reduction goals established voluntarily, in the medium and long term, to reduce GHG emissions and the means implemented for this purpose.																																																
GRI VERSION 2016	305-1	Direct GHG emissions (scope 1).	<p>The 2018 carbon footprint calculator of the Ministry for Ecological Transition was used for the calculation of Konecta Spain's carbon footprint. The following emission factors were used:</p> <ul style="list-style-type: none"> Natural gas: 0.203 kg CO₂eq/kWh Diesel A / B: 2.493 kg CO₂eq/l R-410A refrigerant: GWP = 2.088 R-407C refrigerant: GWP= 1,774 <p>The 2018 carbon footprint calculator of the Spanish Ministry for Ecological Transition was used for the calculation of Konecta Peru's carbon footprint. The following emission factors were used:</p> <ul style="list-style-type: none"> Diesel C: 2.493 kg CO₂eq/l R-410A refrigerant: GWP = 2.088 R-22 / R-23 refrigerant: GWP= 5,160 R-417B refrigerant: GWP= 3,026 <p>Konecta Colombia made its carbon footprint calculations in accordance with the measurement and reporting protocol for greenhouse gases produced by the World Business Council for Sustainable Development (WBCSD). Likewise, the protocol drafted by the World Resources Institute (WRI) was used for quantifying the Corporate Footprint.</p> <p>The emission factors used in the calculation are as follows:</p> <table border="1"> <thead> <tr> <th>Environmental burden</th> <th>Emission Factor</th> <th>Unit</th> <th>Source</th> </tr> </thead> <tbody> <tr><td>Diesel oil (movable sources)</td><td>10.28</td><td>kgCO₂e / gal</td><td>UPME 2016</td></tr> <tr><td>R22</td><td>1.810</td><td>kgCO₂e /kg</td><td>LINDE</td></tr> <tr><td>R401A</td><td>1.182</td><td>kgCO₂e /kg</td><td>LINDE</td></tr> <tr><td>CO2</td><td>1.00</td><td>kgCO₂e /kg</td><td>IPCC 2007</td></tr> <tr><td>Solkafnam</td><td>77</td><td>kgCO₂e /kg</td><td>IPCC 2007</td></tr> <tr><td>Electric power</td><td>0.21</td><td>kgCO₂e /kWh</td><td>UPME 2017</td></tr> <tr><td>Bond paper consumption</td><td>1.52</td><td>kgCO₂e /kg</td><td>IPCC 2007</td></tr> <tr><td>Plane Transport</td><td>0.13</td><td>kgCO₂e /km</td><td>IPCC 2007</td></tr> <tr><td>Ordinary waste</td><td>0.56</td><td>kgCO₂e /kg</td><td>IPCC 2007</td></tr> <tr><td>Hazardous waste</td><td>0.50</td><td>kgCO₂e /kg</td><td>IPCC 2007</td></tr> </tbody> </table>	Environmental burden	Emission Factor	Unit	Source	Diesel oil (movable sources)	10.28	kgCO ₂ e / gal	UPME 2016	R22	1.810	kgCO ₂ e /kg	LINDE	R401A	1.182	kgCO ₂ e /kg	LINDE	CO2	1.00	kgCO ₂ e /kg	IPCC 2007	Solkafnam	77	kgCO ₂ e /kg	IPCC 2007	Electric power	0.21	kgCO ₂ e /kWh	UPME 2017	Bond paper consumption	1.52	kgCO ₂ e /kg	IPCC 2007	Plane Transport	0.13	kgCO ₂ e /km	IPCC 2007	Ordinary waste	0.56	kgCO ₂ e /kg	IPCC 2007	Hazardous waste	0.50	kgCO ₂ e /kg	IPCC 2007	95
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GRI Standard	Summary / Description	Comment / Section	Page
MANAGEMENT APPROACH: EMISSIONS			
305-2	Indirect GHG emissions when generating energy (scope 2).00	<p>Konecta Spain: data provided by the Ministry for Ecological Transition:</p> <ul style="list-style-type: none"> Emission Factor for IBERDROLA CLIENTES, S.A.U. in 2018: 0.27 kgCO2eq/kWh Emission factor for ENDESA ENERGÍA, S.A in 2018: 0.38 kgCO2eq/kWh <p>The 2018 Carbon Footprint Calculator 2018 of the Spanish Ministry for Ecological Transition was used In calculating Scope 2 for the footprints of Konecta Argentina, Konecta Brazil, Konecta Chile, Konecta Portugal, Konecta Morocco, Konecta Peru and Konecta Mexico. Emission factors used for the Carbon Footprint calculation for all the above were as follows:</p> <p>"Other suppliers": 0.41 kgCO2eq/kWh</p>	95
305-3	Other indirect GHG emissions (scope 3).	<p>Konecta Spain</p> <p>Scope 3 included trips by plane and train made by employees in 2018. The calculation was made through the Natural Energy Foundation's application, "Simple Carbon Calculator". The factors considered were:</p> <ul style="list-style-type: none"> 0.075 kg CO2eq per mile 0.0255 kg CO2eq per mile <p>Konecta Colombia</p> <p>The emission factors reflected in the table listed in item 305-1 were used for this instance.</p>	95
305-4	GHG Emissions intensity.	See indicator 305-1	95
<p>LAW 11/2018 REQUIREMENT Important elements of GHG emissions generated as a result of the activities of the company, including the use of goods and services producing them; measures taken to adapt to the consequences of climate change; reduction goals established voluntarily, in the medium and long term, to reduce GHG emissions and the means implemented for this purpose.</p>			
305-5	Reduction of GHG emissions.	See indicator 305-1	95
305-6	Emissions of ozone-depleting substances (ODS).	See indicator 305-1	95
305-7	Nitrogen oxides (NOX), sulphur oxides (SOX) and other significant air emissions.	See indicator 305-1	95

GRI Standard	Summary / Description	Comment / Section	Page																																																																					
MANAGEMENT APPROACH: EFFLUENTS AND WASTE																																																																								
306-1	Water discharge by quality and destination.	There are no tools available for this calculation.	-																																																																					
<p>LAW 11/2018 REQUIREMENT Measures for the prevention, recycling, reuse of materials, as well as other forms of recovery, and waste disposal; actions to fight against food waste.</p>																																																																								
306-2	Waste by type and disposal method.	<p>See Corporate Responsibility: We are sustainable - Waste management</p> <table border="1"> <thead> <tr> <th rowspan="2">Country</th> <th rowspan="2">Household-type waste generated</th> <th rowspan="2">Household-type waste recycled</th> <th colspan="3">RNP (t)</th> </tr> <tr> <th>Recycled plastics</th> <th>Purchased paper & board</th> <th>Recycled paper & board</th> </tr> </thead> <tbody> <tr> <td>Argentina</td> <td>98.50</td> <td>0.00</td> <td>0.35</td> <td>0.95</td> <td>3.83</td> </tr> <tr> <td>Brasil</td> <td>111.23</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>6.78</td> </tr> <tr> <td>Chile</td> <td>82.56</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> </tr> <tr> <td>Colombia</td> <td>342.85</td> <td>51.60</td> <td>12.01</td> <td>16.66</td> <td>22.33</td> </tr> <tr> <td>Spain</td> <td>405.67</td> <td>0.28</td> <td>5.68</td> <td>81.24</td> <td>88.22</td> </tr> <tr> <td>Morocco</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.01</td> <td>0.00</td> </tr> <tr> <td>Mexico</td> <td>92.16</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> </tr> <tr> <td>Peru</td> <td>253.09</td> <td>18.56</td> <td>7.15</td> <td>11.77</td> <td>7.99</td> </tr> <tr> <td>Portugal</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>4.32</td> <td>0.00</td> </tr> <tr> <td>Total</td> <td>1,386.06</td> <td>70.44</td> <td>25.19</td> <td>114.94</td> <td>129.15</td> </tr> </tbody> </table>	Country	Household-type waste generated	Household-type waste recycled	RNP (t)			Recycled plastics	Purchased paper & board	Recycled paper & board	Argentina	98.50	0.00	0.35	0.95	3.83	Brasil	111.23	0.00	0.00	0.00	6.78	Chile	82.56	0.00	0.00	0.00	0.00	Colombia	342.85	51.60	12.01	16.66	22.33	Spain	405.67	0.28	5.68	81.24	88.22	Morocco	0.00	0.00	0.00	0.01	0.00	Mexico	92.16	0.00	0.00	0.00	0.00	Peru	253.09	18.56	7.15	11.77	7.99	Portugal	0.00	0.00	0.00	4.32	0.00	Total	1,386.06	70.44	25.19	114.94	129.15	98-101
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306-3	Significant spills.	No spills.	-																																																																					
306-4	Transport of hazardous waste.	<p>Konecta does not transport waste.</p> <p>Hazardous waste generated is managed under current legislation.</p>	-																																																																					
306-5	Water bodies affected by water discharges and/or runoff.	No water bodies affected.	-																																																																					
MANAGEMENT APPROACH: SOCIOECONOMIC COMPLIANCE																																																																								
307-1	Non-compliance with environmental laws and regulations.	No breaches of this kind have been identified.	-																																																																					

GRI Standard	Summary / Description	Comment / Section	Page
MANAGEMENT APPROACH: SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI VERSION 2016	LAW 11/2018 REQUIREMENT The inclusion of social, gender equality and environmental aspects in the procurement policy and the consideration of suppliers and subcontractors' social and environmental responsibility commitments in our relations, as well as monitoring systems, audits and results thereof.		
	308-1	New suppliers that were screened using environmental criteria.	100 % of suppliers.
GRI VERSION 2016	LAW 11/2018 REQUIREMENT The inclusion of social, gender equality and environmental aspects in the procurement policy and the consideration of suppliers and subcontractors' social and environmental responsibility commitments in our relations, as well as monitoring systems, audits and results thereof.		
	308-2	Negative environmental impacts in the supply chain and actions taken.	See Konecta: Ethics and integrity Possible impacts in the supply chain are minimised by applying the provisions and requirements in the approval process.
MANAGEMENT APPROACH: POLLUTION			
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Pollution: Measures to prevent, reduce or repair carbon emissions that seriously affect the environment, taking into account any form of air pollution specific to an activity, including noise and light pollution.		
		Measures to prevent, reduce or repair carbon emissions that seriously affect the environment	See Corporate Responsibility: We are sustainable Waste management To prevent, reduce or repair carbon emissions, refrigerant gases are taken into account in the calculation of the CO2 footprint. Similarly, we are working to renew the lighting facilities to improve working conditions and reduce consumption. The nature of Konecta's activity does not produce light or noise pollution, firstly, because our facilities do not have any illuminated signs or items of this nature that may cause an impact to the environment, and, secondly, because the location of our platforms does not so require. However, in 2017, a study was performed to measure noise in a facility in the city of Seville. Since then, the conditions have remained stable and, therefore there has been no need for its repetition.
SOCIAL PERFORMANCE			
MANAGEMENT APPROACH: EMPLOYMENT			
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Organisation of working times, total number and distribution of employees by sex, age, country and job classification; total number and distribution of types of employment contract, annual average of permanent contracts, temporary contracts and part-time contracts by sex, age and job classification, number of layoffs by sex, age and job classification; average wages and evolution disaggregated by sex, age and professional or similar classification; wage gap, remuneration of positions for equal work in the company, average remuneration of directors and executives, including variable remuneration, allowances, compensations, payment to welfare systems in the long term, as well as any other payments disaggregated by sex, implementation of time off work policies, and policies for employees with disabilities.		
	401	EMPLOYMENT	See Our Social Dimension



Note: Relevant issues are identified in blue.

GRI Standard	Summary / Description	Comment / Section	Page																																																		
MANAGEMENT APPROACH: EMPLOYMENT																																																					
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Number of dismissals by sex, age and professional classification.																																																				
	401-1	New employee hires and employee turnover.	<table border="1"> <thead> <tr> <th>2019</th> <th>Nº contracts Men</th> <th>Nº contracts Women</th> <th>Turnover Men</th> <th>Turnover Women</th> </tr> </thead> <tbody> <tr> <td>Argentina</td> <td>687</td> <td>1,207</td> <td>1.4 %</td> <td>1.0 %</td> </tr> <tr> <td>Brazil</td> <td>2,307</td> <td>4,117</td> <td>3.4 %</td> <td>3.1 %</td> </tr> <tr> <td>Chile</td> <td>766</td> <td>978</td> <td>2.9 %</td> <td>2.6 %</td> </tr> <tr> <td>Colombia</td> <td>4,634</td> <td>8,116</td> <td>5.4 %</td> <td>5.1 %</td> </tr> <tr> <td>Spain</td> <td>3,605</td> <td>8,046</td> <td>1.8 %</td> <td>1.4 %</td> </tr> <tr> <td>Morocco</td> <td>77</td> <td>39</td> <td>3.1 %</td> <td>3.9 %</td> </tr> <tr> <td>Mexico</td> <td>5,391</td> <td>4,740</td> <td>13.3 %</td> <td>11.1 %</td> </tr> <tr> <td>Peru</td> <td>5,574</td> <td>8,512</td> <td>5.4 %</td> <td>5.2 %</td> </tr> <tr> <td>Portugal</td> <td>435</td> <td>614</td> <td>5.9 %</td> <td>5.3 %</td> </tr> </tbody> </table>	2019	Nº contracts Men	Nº contracts Women	Turnover Men	Turnover Women	Argentina	687	1,207	1.4 %	1.0 %	Brazil	2,307	4,117	3.4 %	3.1 %	Chile	766	978	2.9 %	2.6 %	Colombia	4,634	8,116	5.4 %	5.1 %	Spain	3,605	8,046	1.8 %	1.4 %	Morocco	77	39	3.1 %	3.9 %	Mexico	5,391	4,740	13.3 %	11.1 %	Peru	5,574	8,512	5.4 %	5.2 %	Portugal	435	614	5.9 %	5.3 %
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401-2	Social benefits to employees	See Our Social Dimension: Human Capital	53-65																																																		
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Measures designed to facilitate the enjoyment of work-life balance and encourage its responsible exercise by both parents.																																																				
	401-3	Parental leave.	Capítulo Our social dimension: Human Capital <table border="1"> <thead> <tr> <th colspan="2">Employees who have enjoyed parental leaves in 2019</th> </tr> </thead> <tbody> <tr> <td>Mothers</td> <td>2,172</td> </tr> <tr> <td>Fathers</td> <td>500</td> </tr> </tbody> </table> 100 % OF EMPLOYEES REINSTATED	Employees who have enjoyed parental leaves in 2019		Mothers	2,172	Fathers	500	62-65																																											
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MANAGEMENT APPROACH: LABOUR / MANAGEMENT RELATIONS																																																					
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Organisation of social dialogue, including procedures for informing and consulting staff, and negotiating with them.																																																				
	402	LABOUR RELATIONS	In Spain , Konecta's labour relations with 100 % of its staff are governed by the existing sectoral collective bargaining agreement applicable to the activity performed. In Mexico , labour relations, both individual and collective, are governed by the Federal Labour Law. Only the operating personnel is unionised. In Peru , due to the absence of collective agreements, labour relations are governed by the Law on Labour Productivity and Competitiveness. In Brazil , Konecta's labour relations with 100 % of its staff are governed by the agreement signed with the sector's union. Chile signed agreements with various labour unions. As is the case with Peru , in Portugal , Morocco and Colombia there are no collective bargaining agreement. Therefore labour relations are governed by the general labour legislation.	77																																																	



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MANAGEMENT APPROACH: LABOUR / MANAGEMENT RELATIONS																																																																																																																																		
GRI VERSION 2016	402-1 Minimum notice periods regarding operational changes.	<table border="1"> <thead> <tr> <th>Country</th> <th>Notice period</th> </tr> </thead> <tbody> <tr><td>Argentina</td><td>1 week</td></tr> <tr><td>Brazil</td><td>2.14 weeks</td></tr> <tr><td>Chile</td><td>4 weeks</td></tr> <tr><td>Colombia</td><td>2.14 – 4 weeks</td></tr> <tr><td>Spain</td><td>2.14 weeks</td></tr> <tr><td>Morocco</td><td>1 week</td></tr> <tr><td>Mexico</td><td>1 week</td></tr> <tr><td>Peru</td><td>1.14 weeks</td></tr> <tr><td>Portugal</td><td>1,14 semanas</td></tr> </tbody> </table>	Country	Notice period	Argentina	1 week	Brazil	2.14 weeks	Chile	4 weeks	Colombia	2.14 – 4 weeks	Spain	2.14 weeks	Morocco	1 week	Mexico	1 week	Peru	1.14 weeks	Portugal	1,14 semanas	-																																																																																																											
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LAW 11/2018 REQUIREMENT Occupational health and safety conditions.																																																																																																																																		
403	OCCUPATIONAL SAFETY AND HEALTH		73-78																																																																																																																															
LAW 11/2018 REQUIREMENT Percentage of employees covered by collective agreement by country.																																																																																																																																		
403-1	Workers' representation in formal joint management-worker health and safety committees.	100 %	-																																																																																																																															
LAW 11/2018 REQUIREMENT Occupational accidents (frequency and severity) disaggregated by sex. Number of absence hours																																																																																																																																		
GRI VERSION 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities.	<table border="1"> <thead> <tr> <th>Country</th> <th>Gender</th> <th>Absenteeism rate %</th> <th>Accident frequency rate</th> <th>Accident severity rate</th> <th>Nº accidents resulting in lost days*</th> <th>Occupational disease**</th> </tr> </thead> <tbody> <tr><td rowspan="2">Argentina</td><td>W</td><td>6.20</td><td>2.04</td><td>0.039</td><td rowspan="2">35</td><td>58</td></tr> <tr><td>M</td><td>2.30</td><td>0.83</td><td>0.016</td><td>3</td></tr> <tr><td rowspan="2">Brazil</td><td>W</td><td>4.70</td><td>0.13</td><td>0.001</td><td rowspan="2">8</td><td>Data not available</td></tr> <tr><td>M</td><td>2.60</td><td>0.04</td><td>0.0001</td><td></td></tr> <tr><td rowspan="2">Chile</td><td>W</td><td>8.20</td><td>5.54</td><td>0.022</td><td rowspan="2">15</td><td>0</td></tr> <tr><td>M</td><td>2.70</td><td>2.41</td><td>0.002</td><td>0</td></tr> <tr><td rowspan="2">Colombia</td><td>W</td><td>2.20</td><td>2.14</td><td>0.01</td><td rowspan="2">86</td><td>1</td></tr> <tr><td>M</td><td>1.50</td><td>0.52</td><td>0.004</td><td>1</td></tr> <tr><td rowspan="2">Spain</td><td>W</td><td>11.40</td><td>2.13</td><td>0.04</td><td rowspan="2">56</td><td>22</td></tr> <tr><td>M</td><td>6.70</td><td>1.66</td><td>0.03</td><td>0</td></tr> <tr><td rowspan="2">Morocco</td><td>W</td><td>6.00</td><td>143.18</td><td>0.14</td><td rowspan="2">1</td><td>0</td></tr> <tr><td>M</td><td>5.60</td><td>0</td><td>0</td><td>0</td></tr> <tr><td rowspan="2">Mexico</td><td>W</td><td>1.40</td><td>1.12</td><td>0.005</td><td rowspan="2">8</td><td>0</td></tr> <tr><td>M</td><td>0.90</td><td>0.17</td><td>0.007</td><td>0</td></tr> <tr><td rowspan="2">Peru</td><td>W</td><td>1.20</td><td>0.63</td><td>0.003</td><td rowspan="2">13</td><td>0</td></tr> <tr><td>M</td><td>0.80</td><td>0.08</td><td>0.0002</td><td>0</td></tr> <tr><td rowspan="2">Portugal</td><td>W</td><td>6.10</td><td>3.53</td><td>0.06</td><td rowspan="2">12</td><td>0</td></tr> <tr><td>M</td><td>1.80</td><td>3.53</td><td>0.06</td><td>0</td></tr> <tr><td rowspan="2">TOTAL</td><td>W</td><td>5.26</td><td>17.83</td><td>0.04</td><td rowspan="2">234</td><td></td></tr> <tr><td>M</td><td>2.76</td><td>1.03</td><td>0.013</td><td></td></tr> </tbody> </table>	Country	Gender	Absenteeism rate %	Accident frequency rate	Accident severity rate	Nº accidents resulting in lost days*	Occupational disease**	Argentina	W	6.20	2.04	0.039	35	58	M	2.30	0.83	0.016	3	Brazil	W	4.70	0.13	0.001	8	Data not available	M	2.60	0.04	0.0001		Chile	W	8.20	5.54	0.022	15	0	M	2.70	2.41	0.002	0	Colombia	W	2.20	2.14	0.01	86	1	M	1.50	0.52	0.004	1	Spain	W	11.40	2.13	0.04	56	22	M	6.70	1.66	0.03	0	Morocco	W	6.00	143.18	0.14	1	0	M	5.60	0	0	0	Mexico	W	1.40	1.12	0.005	8	0	M	0.90	0.17	0.007	0	Peru	W	1.20	0.63	0.003	13	0	M	0.80	0.08	0.0002	0	Portugal	W	6.10	3.53	0.06	12	0	M	1.80	3.53	0.06	0	TOTAL	W	5.26	17.83	0.04	234		M	2.76	1.03	0.013		77-78
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MANAGEMENT APPROACH: OCCUPATIONAL HEALTH AND SAFETY																																		
LAW 11/2018 REQUIREMENT Occupational diseases, disaggregated by sex.																																		
GRI VERSION 2016	403-3	Workers with high incidence or high risk of diseases related to their occupation.	Not applicable.																															
	LAW 11/2018 REQUIREMENT The balance of collective agreements, particularly in the field of health and safety at work.																																	
403-4	Health and safety issues addressed in formal agreements with unions	Workers' representatives (Safety and Health Committee and Prevention Delegates) are informed of any issues affecting the working conditions of the staff.	-																															
MANAGEMENT APPROACH: TRAINING AND EDUCATION																																		
LAW 11/2018 REQUIREMENT Policies implemented in the field of training.																																		
404	TRAINING AND PROFESSIONAL DEVELOPMENT	See Our Social Dimension: Human Capital	58-61																															
LAW 11/2018 REQUIREMENT Total number of training hours by professional categories.																																		
GRI VERSION 2016	404-1	Average training hours per year per employee	<table border="1"> <thead> <tr> <th>Country</th> <th>Hours of Training</th> <th>Training Hours / employee</th> </tr> </thead> <tbody> <tr><td>Argentina</td><td>393,114</td><td>59.71</td></tr> <tr><td>Brazil</td><td>422,581</td><td>55.52</td></tr> <tr><td>Chile</td><td>133,089</td><td>69.83</td></tr> <tr><td>Colombia</td><td>2,490,833</td><td>174.24</td></tr> <tr><td>Spain</td><td>684,902</td><td>41.86</td></tr> <tr><td>Morocco</td><td>3,966</td><td>33.04</td></tr> <tr><td>Mexico</td><td>583,753</td><td>122.04</td></tr> <tr><td>Peru</td><td>1,544,720</td><td>116.91</td></tr> <tr><td>Portugal</td><td>44,291</td><td>42.14</td></tr> </tbody> </table>	Country	Hours of Training	Training Hours / employee	Argentina	393,114	59.71	Brazil	422,581	55.52	Chile	133,089	69.83	Colombia	2,490,833	174.24	Spain	684,902	41.86	Morocco	3,966	33.04	Mexico	583,753	122.04	Peru	1,544,720	116.91	Portugal	44,291	42.14	9 58-60
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404-2	Programmes to improve employee skills and transition assistance schemes	See Our Social Dimension: Human Capital	36 38-41 57-58 60-61																															

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MANAGEMENT APPROACH: TRAINING AND EDUCATION			
404-3	Percentage of employees receiving regular performance and career development reviews.	<p>Argentina: No performance assessment was conducted in 2019. Agent performance is fully assessed via monthly monitoring and controls established in the operation for tracking individual KPIs (at the end of 2019, the category of agents represented 93 % of the workforce in Argentina).</p> <p>Brazil: No performance assessment for structure was conducted. Agent performance is fully assessed via monthly monitoring and controls established in the operation for tracking individual KPIs (at the end of 2019, the category of agents represented 87 % of the workforce in Brazil).</p> <p>Chile: Agent performance is fully assessed via monthly monitoring and controls established in the operation for tracking individual KPIs. At the end of 2019, the category of agents represented 90 % of the workforce in Chile.</p> <p>In the end, the completion of performance assessments did not materialise during 2019. It was scheduled for the last quarter and due to the situation of country, it was rescheduled for the first half of 2020.</p> <p>Colombia: The target audience for the performance assessment was administrative staff. In 2019, the compliance indicators were the following: 90 % Participation 9.5 % average overall score This means a participation of 1,429 people.</p> <p>Agent performance is fully assessed via monthly monitoring and controls established in the operation for tracking individual KPIs. At the end of 2019, the category of agents represented 91 % of the workforce in Colombia.</p> <p>Spain: Assessment of all Operations personnel conducted through the 2Mares tool. Agent performance is fully assessed via monthly monitoring and controls established in the operation for tracking individual KPIs. At the end of 2019, the category of agents represented 89 % of the workforce in Spain.</p> <p>Morocco: No performance assessment in terms of structure was conducted. Agent performance is fully assessed via monthly monitoring and controls established in the operation for tracking individual KPIs. At the end of 2019, the category of agents represented 88 % of the workforce in Morocco.</p> <p>Mexico: In 2019, no performance assessments for structure were conducted, due to organisational changes. Agent performance is fully assessed via monthly monitoring and controls established in the operation for tracking individual KPIs. At the end of 2019, the category of agents represented 88 % of the workforce in Mexico.</p> <p>Peru: Agent performance is fully assessed via monthly monitoring and controls established in the operation for tracking individual KPIs. At the end of 2019, the category of agents represented 89 % of the workforce in Peru.</p> <p>Portugal: Agent performance is fully assessed via monthly monitoring and controls established in the operation for tracking individual KPIs. At the end of 2019, the category of agents represented 91 % of the workforce in Portugal.</p> <p>The most recent performance assessment was conducted in 2018 through the 2Mares tool. The 2019 assessment is pending the adaptation of the platform to incorporate changes in the organisation.</p>	-

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LAW 11/2018 REQUIREMENT Measures taken to promote equal treatment and opportunities for women and men; equality plans (Chapter III of the Organic Law 3/2007 of 22 March, for the effective equality of women and men), measures to promote employment, protocols against sexual and gender harassment, integration and universal accessibility for people with disabilities; policy against all forms of discrimination and, where appropriate, diversity management.																																																										
405	DIVERSITY	See Our Social Dimension: Human Capital See Social Action: Training and Employment	65-69 103-113																																																							
LAW 11/2018 REQUIREMENT Diversity policy applied with regard to the Board of Directors, management and specialised committees set up within the Board, with regard to issues such as age, gender, disability or professional training and experience of its members, including its objectives, the measures taken, the way they have been implemented, in particular, proceedings to seek to include a number of women in the Board of Directors to enable a gender balance between women and men, and results and measures, if any, agreed on these issues agreed with the Appointments Commission, during the reporting period.																																																										
405-1	Diversity of governance bodies and employees.	Between 30 and 50 years old: 1 person. Over 50 years old: 6 people. See Our Social Dimension: Human Capital	20-21 51-54 65-69																																																							
LAW 11/2018 REQUIREMENT Communication of any information provided to shareholders on the diversity criteria and objectives on the occasion of the election or renewal of the members of the Board of Directors, management and specialised committees set up within the Board must be disclosed.																																																										
			20-21 83-87																																																							
LAW 11/2018 REQUIREMENT Average wages and evolution thereof disaggregated by sex, age and professional or similar classification; wage gaps, job compensation for equal positions or in average in the company.																																																										
405-2	Ratio of basic salary and remuneration of women to men (IN LOCAL CURRENCY)	<table border="1"> <thead> <tr> <th>COUNTRY</th> <th>POSITION</th> <th>SEX</th> <th>2019</th> </tr> </thead> <tbody> <tr> <td rowspan="14">Brazil</td> <td rowspan="2">Agent / Admin / Validator</td> <td>W</td> <td>18,592</td> </tr> <tr> <td>M</td> <td>18,808</td> </tr> <tr> <td rowspan="2">Quality</td> <td>W</td> <td>19,956</td> </tr> <tr> <td>M</td> <td>20,456</td> </tr> <tr> <td rowspan="2">Force/Instructor</td> <td>W</td> <td>22,838</td> </tr> <tr> <td>M</td> <td>25,072</td> </tr> <tr> <td rowspan="2">Coordinator</td> <td>W</td> <td>38,703</td> </tr> <tr> <td>M</td> <td>40,217</td> </tr> <tr> <td rowspan="2">Supervisor</td> <td>W</td> <td>60,624</td> </tr> <tr> <td>M</td> <td>123,803</td> </tr> <tr> <td rowspan="2">Service Manager</td> <td>W</td> <td>0</td> </tr> <tr> <td>M</td> <td>0</td> </tr> <tr> <td rowspan="2">Head of Services</td> <td>W</td> <td>134,440</td> </tr> <tr> <td>M</td> <td>163,153</td> </tr> <tr> <td rowspan="2">Other Operations Managers</td> <td>W</td> <td>181,387</td> </tr> <tr> <td>M</td> <td>241,846</td> </tr> <tr> <td rowspan="2">Others / Structure</td> <td>W</td> <td>19,855</td> </tr> <tr> <td>M</td> <td>41,348</td> </tr> <tr> <td rowspan="2">Other Operations Staff</td> <td>W</td> <td>53,432</td> </tr> <tr> <td>M</td> <td>53,810</td> </tr> </tbody> </table>	COUNTRY	POSITION	SEX	2019	Brazil	Agent / Admin / Validator	W	18,592	M	18,808	Quality	W	19,956	M	20,456	Force/Instructor	W	22,838	M	25,072	Coordinator	W	38,703	M	40,217	Supervisor	W	60,624	M	123,803	Service Manager	W	0	M	0	Head of Services	W	134,440	M	163,153	Other Operations Managers	W	181,387	M	241,846	Others / Structure	W	19,855	M	41,348	Other Operations Staff	W	53,432	M	53,810	-
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		M	10,048,116																																																							
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	Other Operations Managers	W	25,152,096																																																							
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	Others / Structure	W	13,582,603																																																							
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MANAGEMENT APPROACH: DIVERSITY AND EQUAL OPPORTUNITY																																																										
LAW 11/2018 REQUIREMENT Average wages and evolution thereof disaggregated by sex, age and professional or similar classification; wage gaps, job compensation for equal positions or in average in the company.																																																										
405-2	Ratio of basic salary and remuneration of women to men (IN LOCAL CURRENCY)																																																									
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Average compensation was calculated considering the basic salary plus any additional amounts paid, taking into account the full time equivalent actual values of all employees throughout 2019, expressed in local currency.

In 2019, we were able to provide more detailed data. Therefore, data from previous years are not included as they are not comparable. In the same vein, we are working on the development of a corporate tool to provide disaggregated data by age.

A preliminary study on wage gaps in Peru and Spain was conducted in 2018. However, given the disparity of criteria used, we are still working to harmonise the calculation mechanism.

Note: Relevant issues are identified in blue.

GRI Standard	Summary / Description	Comment / Section	Page	
MANAGEMENT APPROACH: NON-DISCRIMINATION				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Application of due diligence on issued related to human rights; risk prevention of human rights violations and, where appropriate, measures to mitigate, manage and repair any possible abuses committed; reported cases of human rights violations; promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation concerning respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour. Equality: measures to promote equal treatment and opportunities between women and men; equality plans (Chapter III of the Organic Law 3/2007 of 22 March for effective equality of women and men), measures to promote employment, protocols against sexual and gender harassment, integration and universal accessibility for people with disabilities; policies against all forms of discrimination and, where appropriate, diversity management.			
	406-1	Incidents of discrimination and corrective actions taken	There have been no cases of discrimination.	24-28 65-69 83-87
			See Our Social Dimension: Equality and integration See Social Action	65-72 103-123
			See Our Social Dimension: Human Capital See Our Social Dimension: Equality and integration See Social Action	65-72 103-123
MANAGEMENT APPROACH: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Application of due diligence on issued related to human rights; risk prevention of human rights violations and, where appropriate, measures to mitigate, manage and repair any possible abuses committed; reported cases of human rights violations; promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation concerning respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour. Organisation of social dialogue, including procedures for informing and consulting staff, and negotiating with them.			
	407	FREEDOM OF ASSOCIATION	Due to the nature of services performed, the risk of violation of human rights is deemed non-existent.	24-25 77 83-85
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	None.	-

Note: Relevant issues are identified in blue.

GRI Standard	Summary / Description	Comment / Section	Page	
MANAGEMENT APPROACH: CHILD LABOUR				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Application of due diligence on issued related to human rights; risk prevention of human rights violations and, where appropriate, measures to mitigate, manage and repair any possible abuses committed; reported cases of human rights violations; promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation concerning respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour, the effective abolition of child labour.			
	408	CHILD LABOUR	See Corporate Responsibility and Sustainability: UN Global Compact and SDGs Code of Ethics for Suppliers	24-28 86-87
	408-1	Operations and suppliers at significant risk for incidents of child labour	See Corporate Responsibility and Sustainability: UN Global Compact and SDGs Code of Ethics for Suppliers	24-28 86-87
MANAGEMENT APPROACH: FORCED LABOUR				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Application of due diligence on issued related to human rights; risk prevention of human rights violations and, where appropriate, measures to mitigate, manage and repair any possible abuses committed; reported cases of human rights violations; promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation concerning respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour, the effective abolition of child labour.			
	409	FORCED LABOUR	See Corporate Responsibility and Sustainability: UN Global Compact and SDGs Code of Ethics for Suppliers	24-28 86-87
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	See Corporate Responsibility and Sustainability: UN Global Compact and SDGs Code of Ethics for Suppliers	24-28 86-87
MANAGEMENT APPROACH: SECURITY PRACTICES				
	410-1	Security personnel trained in human rights policies or procedures	Konecta does not have security personnel within its staff. In Spain, the company works with a large Group that offers different Security services, which is adhered to the Global Compact and enforces the practical implementation of the rights enshrined in the Universal Declaration of Human Rights (UDHR), adopted by the United Nations General Assembly.	86-87
MANAGEMENT APPROACH: RIGHTS OF INDIGENOUS PEOPLES				
	411-1	Incidents of violations involving rights of indigenous peoples	0	-

Note: Relevant issues are identified in blue.

GRI Standard	Summary / Description	Comment / Section	Page	
MANAGEMENT APPROACH: HUMAN RIGHTS ASSESSMENT				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Application of due diligence on issued related to human rights; risk prevention of human rights violations and, where appropriate, measures to mitigate, manage and repair any possible abuses committed; reported cases of human rights violations; promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation concerning respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour, the effective abolition of child labour.			
	412	HUMAN RIGHTS	See Corporate Responsibility and Sustainability: UN Global Compact and SDGs	86-87
	412-1	Operations that have been subject to human rights reviews or impact assessments	See Corporate Responsibility and Sustainability: UN Global Compact and SDGs Code of Ethics for Suppliers	24-28 86-87
MANAGEMENT APPROACH: INVESTMENT				
GRI VERSION 2016	412-2	Employee training on human rights policies or procedures	Approval of Code of Ethics and employee training on this subject. The welcome pack for new employees includes a section on equality training, Human Rights, respect for people, training in customer service.	24-28 55 56-61
	LAW 11/2018 REQUIREMENT The inclusion of social, gender equality and environmental aspects in the procurement policy and the consideration of suppliers and subcontractors' social and environmental responsibility commitments in our relations, as well as monitoring systems audit and results thereof.			
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	100 % of suppliers are committed to respecting human rights.	4 24-28 83-86
MANAGEMENT APPROACH: LOCAL COMMUNITIES				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Impact of the company's activity on employment and local development; impact of the company's activity on local populations and on the territory; relations with local stakeholders and dialogue modalities implemented.			
	413	LOCAL COMMUNITIES	See Social Action	103-123
	LAW 11/2018 REQUIREMENT Relations maintained with local stakeholders and dialogue modalities implemented.			
	413-1	Operations with local community participation, impact evaluations and development programmes	See Our Social Dimension: Equality and Integration See Social Action	83-86 103-123
LAW 11/2018 REQUIREMENT Impact of the company's activity on employment and local development; impact of the company's activity on local populations and on the territory; relations with local stakeholders and dialogue modalities implemented.				
413-2	Operations with significant actual and potential negative impacts on local communities	See Social Action	103-123	

GRI Standard	Summary / Description	Comment / Section	Page	
MANAGEMENT APPROACH: SUPPLIER SOCIAL ASSESSMENT ON HUMAN RIGHTS, LABOUR PRACTICES AND SOCIAL IMPACT				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT The inclusion of social, gender equality and environmental aspects in the procurement policy and the consideration of suppliers and subcontractors' social and environmental responsibility commitments in our relations, as well as monitoring systems audit and results thereof.			
	414-1	New suppliers that were screened using social criteria	100 %	24-28 83-86
	LAW 11/2018 REQUIREMENT The inclusion of social, gender equality and environmental aspects in the procurement policy and the consideration of suppliers and subcontractors' social and environmental responsibility commitments in our relations, as well as monitoring systems audit and results thereof.			
414-2	Negative social impacts in the supply chain and actions taken	0	24-28	
415-1	Contribution to parties and / or political representatives	No contributions to political parties have been made.	-	
MANAGEMENT APPROACH: CUSTOMER HEALTH AND SAFETY				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Systems for handling complaints received and resolution thereof.			
	416	CUSTOMER HEALTH AND SAFETY	The services offered by Konecta do not entail impacts on the safety and health of customers.	24-28
	416-1	Assessment of the health and safety impacts of product and service categories	The services offered by Konecta do not entail impacts on the safety and health of customers.	24-28
	LAW 11/2018 REQUIREMENT Systems for handling complaints received and resolution thereof.			
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	No breaches of this kind have been identified	++	
	Complaints received and resolution thereof	Due to the nature of the services offered, Konecta handles two types of complaints: those coming from end users (that may sometimes be unrelated to the service provided by Konecta) and those from customers. The former are handled by the customer and the latter by Konecta. In this case, the persons in charge of the service assess the incidence and proceed to solve it directly in the operation. The relevant claims are forwarded to the Quality and Environment Department for the recording and monitoring of the implemented corrective actions. We are currently working on a method that enables monitoring both types of complaints at a corporate level.		

GRI Standard	Summary / Description	Comment / Section	Page	
MANAGEMENT APPROACH: MARKETING AND LABELING				
GRI VERSION 2016	417-1	Requirements for product and service information and labeling	Not applicable.	-
	LAW 11/2018 REQUIREMENT Systems for handling complaints received and resolution thereof.			
	417-2	Incidents of non-compliance concerning product and service information and labeling	Not applicable.	-
	417-3	Incidents of non-compliance concerning marketing communications	0	-
MANAGEMENT APPROACH: CLIENT PRIVACY				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Systems for handling complaints received and resolution thereof.			
	418-1	Substantiated complaints regarding concerning breaches of client privacy and losses of client data	No substantiated complaints occurred in 2019. Moreover, while it is true that there have been six minor security incidents, three of them related to data protection, the company handled and closed them, following the protocols established for such situations without major repercussions.	-
MANAGEMENT APPROACH: SOCIOECONOMIC COMPLIANCE				
GRI VERSION 2016	LAW 11/2018 REQUIREMENT Application of due diligence on issued related to human rights; risk prevention of human rights violations and, where appropriate, measures to mitigate, manage and repair any possible abuses committed; reported cases of human rights violations; promotion and compliance with the provisions of the fundamental conventions of the International Labour Organisation concerning respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour, the effective abolition of child labour.			
	419-1	Failure to comply with laws and regulations in social and economic fields	No breaches of this kind have been identified.	-

AENOR

VERIFICATION OF SUSTAINABILITY REPORT

VMS-2020/0012

AENOR has verified the Report by the organization

GRUPO KONECTA

TITLE: CORPORATE RESOPNSIBILITY AND SUSTAINABILITY REPORT KONECTA 2019

In accordance with: GRI Standards
 GRI option applied: Exhaustive
 Verification Process: To grant this Verification Document, AENOR has verified that the report complies with GRI requirements and has checked the data and information contained in the report.

Issue date: 2020-05-12



Rafael GARCÍA MEIRO
Director General

AENOR INTERNACIONAL, S.A.U
 Génova, 6. 28004 Madrid. España
 Tel. 91 432 60 00.- www.aenor.com

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Non-Financial Information Verification Statement

AENOR verification statement for

GMM TOPCO CONEXION, S.L.

concerning the consolidated statement of non-financial information KONECTA
CORPORATE RESPONSIBILITY AND SUSTAINABILITY REPORT 2019

according to law 11/2018

for the period ending on december 31, 2019

Madrid May 20, 2020



Rafael García Meiro
Chief Executive Officer

2020/0326/VNOF-2020

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GMM TOPCO CONEXION, S.L. (hereinafter the organization) with registered office at: CALLE DE SERRANO, 41 PISO 2. 28001 - MADRID and on its behalf, D. Jesus V. Barrio Rivas, in charge of Consejero Delegado, has commissioned AENOR to carry out a verification under a limited level of assurance of its Non-Financial Information Statement (hereinafter EINF) in accordance with Law 11/2018 amending the Commercial Code, the revised text of the Law on Corporations approved by Royal Legislative Decree 1/2010 of 2 July and Law 22/2015 of 20 July on the Auditing of Accounts, with regard to non-financial information and diversity (hereinafter Law 11/2018).

As a result of the verification carried out, AENOR issues this Statement, of which the verified EINF forms part. The Declaration is only valid for the purpose entrusted and reflects only the situation at the time it is issued.

The purpose of the verification is to provide the interested parties with a professional and independent opinion about the information and data contained in the organization's EINF, prepared in accordance with Law 11/2018.

Responsibility of the organization. The organization was responsible for reporting its non-financial information status in accordance with Law 11/2018. The formulation and approval of the EINF, as well as its content, is the responsibility of its Governing Body. This responsibility also includes designing, implementing and maintaining such internal control as is deemed necessary to ensure that the EINF is free from material misstatement due to fraud or error, as well as the management systems from which the information required for the preparation of the EINF is obtained. The organisation, in accordance with the commitment formally undertaken, has informed AENOR that no events have occurred, from the date of the close of the financial year reported in the non-financial report until the date of verification, that might require corrections to be made to the report.

Verification program in accordance with ISO/IEC 17029:2019 AENOR, in accordance with the aforementioned Act, has carried out this verification as an independent provider of verification services. The verification has been developed under the principles of "evidence-based approach, fair presentation, impartiality, technical competence, confidentiality, and accountability" required by the international standard ISO/IEC 17029:2019 "Conformity assessment - General principles and requirements for validation and verification bodies".

Likewise, in the verification program, AENOR has considered the international requirements of accreditation, verification or certification corresponding to the information matters contemplated in the Law:

- European Regulation EMAS (Environmental Verification)

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- SA 8000 (international labour principles and rights in accordance with the ILO (International Labour Organization), the Universal Declaration of Human Rights and the Convention on the Rights of the Child, SAAS Procedure 200)
- Environmental Management System (ISO 14001).
- Social Responsibility Management System, IQNet SR 10 and SA8000 schemes
- Quality Management System (ISO 9001).
- Energy Management System (ISO 50001).
- Occupational Health and Safety Management System (ISO 45001).

Additionally, the criteria and information that have been taken into account as a reference to carry out the Verification Program have been:

- 1) Law 11/2018 of 28 December, which amends the Commercial Code, the revised text of the Companies Act approved by Royal Legislative Decree 1/2010 of 2 July, and Law 22/2015 of 20 July on the Auditing of Accounts, with regard to non-financial information and diversity.
- 2) Directive 2014/95/EU of the European Parliament and Council of 22 October 2014 amending Directive 2013/34/EU as regards the disclosure of non-financial information and diversity reporting by certain large companies and certain groups.
- 3) Communication of the European Commission 2017/C 215/01, Guidelines on non-financial reporting (methodology for non-financial reporting)
- 4) the international standard ISO/IEC 17029:2019 Conformity assessment - General principles and requirements for validation and verification bodies
- 5) The criteria established by the global sustainability reporting initiative in the GRI standards where the organisation has opted for this recognised international framework for disclosure of information relating to its corporate social responsibility performance

AENOR expressly disclaims any liability for decisions, investment or otherwise, based on this Declaration.

During the verification process carried out, under a limited level of assurance, AENOR conducted interviews with the personnel in charge of compiling and preparing the Report and reviewed evidence relating to:

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- Activities, products and services provided by the organization.
- Consistency and traceability of the information provided, including the process followed to collect it, sampling information about the reported.
- Completion and content of the statement of non-financial information in order to ensure the completeness, accuracy and veracity of its content.
- Letter of statements from the Administrative Body.

The conclusions are therefore based on the results of this sample process, and do not absolve the Organization of its responsibility for compliance with applicable legislation.

The personnel involved in the verification process, the review of findings and the decision to issue this Statement have the knowledge, skills, experience, training, supporting infrastructure and capacity to effectively carry out these activities.

CONCLUSION

Based on the foregoing, in our opinion, there is no evidence to suggest that the statement of non-financial information included in the KONECTA CORPORATE RESPONSIBILITY AND SUSTAINABILITY REPORT 2019 and for the year ended December 31, 2019, does not provide accurate information on the performance of GMM TOPCO CONEXION, S.L. and companies referenced in the consolidated non-financial information statement, in terms of social responsibility under Law 11/2018. Specifically, with regard to environmental, social and personnel issues, including the management of equality, non-discrimination and universal accessibility, human rights, the fight against corruption and bribery, and diversity.

2020/0326/VNOF-2020

AENOR INTERNACIONAL S.A.U. C/ GÉNOVA 6, 28004 MADRID
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Konecta offices

Argentina

ROSARIO
• Brown 2552

MENDOZA
• Gutierrez 50

BUENOS AIRES
• Corrientes 746

CORDOBA
• Rosario de Santa Fe 71
• 25 de Mayo 1440
• Rosario de Santa Fe 89

CHACO
• Monteagudo 55
• 9 de Julio 1445

Brazil

SÃO PAULO
• Rua Sergio Tomás, 415 - Bom Retiro, São Paulo - SP, 01131-010
• Rua Ipanema, Bresser, 415 - São Paulo - SP, 03164-200
• Rua Líbero Badaró, 377 - Historical Centre of São Paulo, São Paulo - SP, 01010-001
• Rua 7 de abril, 230 - Centro Histórico de São Paulo, São Paulo - SP, 01044-000

Chile

SANTIAGO
• Rodrigo de Araya N°1045, Macul
• Zañartu N°1300, Ñuñoa

Colombia

MEDELLIN
• Lleras: Cr 37A N° 8-43
• CEOH: Cr 52 N° 14-30, Local 261
• DRY PORT: Cll 8B N° 65-191
• Itagüí Branch: Cll 50 N° 40-17, Interior 103

BOGOTA
• Branch 24: Av. Cll 24 N° 86-49, Lote 2
• Dorado: Transversal 93 N° 51-98
• Centre: Cr. 8 N° 12. B-61
• Niza: Cll 116 N° 71. D-46

MONTERIA
• Antiguo Seminario Juan XXIII: Trav. 9 N° 1. A-97

Spain

KONECTA HEADQUARTERS
• C/ Serrano, 41. 28001 Madrid

ANDALUSIA
• Ctra. Prado de la Torre, s/n Parc 77-79. 41110 Bollullos de la Mitación - Sevilla
• C/ Leonardo Da Vinci, 5. 41092 Isla de la Cartuja - Sevilla
• Avda. de Espartinas, 11. 41110 Bollullos de la Mitación - Sevilla

ASTURIAS
• Camino de los Heros, 4. 33401 Avilés

CANARY ISLANDS
• Edificio Fundación Puertos Las Palmas, Muelle Santa Catalina s/n Explanada de los Vapores Interinsulares. 35008 Las Palmas de Gran Canaria
• Dársena Pesquera del Puerto de Santa Cruz de Tenerife, edificio SOFITESA. 38180 Santa Cruz de Tenerife

CATALONIA
• Complejo de Oficinas Illacuna, Edif. B Calle Llacuna, 56-68. 08005 Barcelona
• C/ Marqués de Sentmenat, 35. 08010 Barcelona
• C/ Llull, 95 - 97. 08005 Barcelona

Mexico

MEXICO CITY
• Avda. Añil 611, Granjas México. C P 08400 Delegación Iztacalco I
• Avda. Viaducto Río de la Piedad y Río Churubusco S/N, Granjas México. C P 08400 Delegación Iztacalco I

PUEBLA
• C/ Constitución de 1917, 1109 Barrio de Santiago. C P 72000

DURANGO
• Calzada Carlos Herrera Araluce N°544, Parque Industrial Carlos Herrera. C P 35078 Gómez Palacio I

Peru

LIMA
• Centro de Negocios Lima Cargo City: Av Elmer Faucett N° 2889, Callao
• Mall Aventura Plaza: Avda. Oscar Benavides Nro. 3866, Nivel 5 Edif. N° 1, Bellavista, Callao
• Crillon: Av Nicolás de Piérola N° 589, Cercado de Lima
• Edificio Fénix: Avda. Nicolás de Piérola N° 1014, Cercado de Lima
• Edificio Sudamericana: Jr. Carabaya N° 933, Cercado de Lima
• Surquillo: Avda. República de Panamá N° 4575, Surquillo

CHICLAYO
• Jr. Sáenz Peña N° 355, Chiclayo

Portugal

LISBON
• Avenida José Malhoa, No.21. 1070-157 Lisbon
• Praça José Queirós N°1 Olivais. 1800-237 Lisbon

Morocco

CASTILE AND LEON
• Complejo San Cristóbal, Edif. 3 2 C/ Plata 41. 47012 Valladolid

AUTONOMOUS REGION OF MADRID
• Avda. de la Industria, 49. 28108 Alcobendas - Madrid
• C/ del Comercio, 6-8. 28760 Tres Cantos - Madrid
• C/ del Comercio, 14. 28760 Tres Cantos - Madrid
• C/ Viento, 6-8. 28760 Tres Cantos - Madrid
• C/ San Romualdo, 26. 28037 Madrid
• Parque Empresarial Avalon, C/ Santa Leonor, 65. 28037 Madrid
• Avda. Manoteras, 26. 28050 Madrid
• C/ Norias, 92. 28221 Majadahonda - Madrid

AUTONOMOUS REGION OF VALENCIA
• C/ Joaquín Martínez Marciá, 1. 03205 Elche - Alicante

EXTREMADURA
• C/ Luis Montero Béjar, esq. C/ Alfonso Iglesias Infante Pol. Ind. Las Picadas II. 06200 Almendralejo - Badajoz

GALICIA
• Polígono de Bergondo, parcela B-18 15165 Bergondo - La Coruña
• Polígono de Pocomaco Parcela A3, Nave F+G. 15190 - La Coruña
• La Grela, Calle Galileo Galilei 2. 15008 - La Coruña
• Avda. Finisterre 325. 15008 - La Coruña

BASQUE COUNTRY
• C/ José Miguel Arrieta Mascarua, 1. 48840 Güeñes - Bilbao

CASABLANCA
• Lotissement La Colline, Immeuble les Quatre Temps Sidi Maarouf. Zip Code 20190 Casablanca



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20 years together

Calle Serrano, 41
28001 Madrid

www.grupokonecta.com