IBA GROUP

IBA Group 2019
Corporate Social Responsibility Report

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IAOP includes IBA Group in the Best of The Global Outsourcing 100

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2012
IBA Group opens IBA Ukraine in Kiev and IBA UK in London

2001
IBA opens IBA Gomel

2000
IBA opens IBA IT GmbH in Germany

1999
IBA opens IBA CZ, a center of excellence in Prague, Czech Republic. IBA receives Government Quality Award for the first time

1998
IBA opens IBA USA in the US

1993
JV IBA founded in Minsk, Belarus

2002
IBA establishes its training center that eventually turns into IBA Institute

2005
IBA relocates its headquarters to Prague, Czech Republic, transforming IBA to IBA Group. IBA CZ expands to Brno

2006
IBA Group opens IBA Rus in Moscow. IBA Group included in the Leaders category of The Global Outsourcing 100 for the first time

2011
IBA Group wins at European IT & Software Excellence Awards for the first time

2019 Factsheet

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IBA Group has offices in 12 countries

IBA Group opened an innovative SAP Next-Gen Lab at the Belarusian State University.

25+

years in international IT business

IBA began cooperating with the Minsk office of the United Nations High Commissioner for Refugees.

IAOP included IBA Group in the Best of The Global Outsourcing 100, the list of the best outsourcing providers for the past decade.

5

centers of excellence in 5 countries
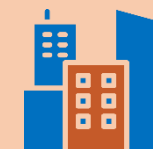
Since 2008, IBA Group has been selected for Software 500, a ranking of the world's largest software and service providers

40+

projects for customers in 40+ countries

IBA Group launched tapXphone, the innovative solution that turns a smartphone into a payment terminal.

3,000+

IT and business professionals

In 2019, IBA Group won at European IT & Software Excellence Awards for the seventh time.

Message from IBA Group Chairman

IBA Group became a signatory of the United Nations Global Compact in 2018. Joining this important initiative, we pledged our commitment to the UN Global Compact (UNGC) and its Ten Principles. In this Report, we show what we did in 2019 to achieve the UN Sustainable Development Goals (SDGs).

I am convinced that a business today should act in the interests of sustainability. The current pandemic crisis highlighted the importance of joint efforts towards sustainable development, and IBA Group proceeded with contributing to quality education; decent work and economic growth; responsible production and consumption; peace, justice, and strong institutions; and other SDGs.

This year, we focused on employee empowerment, education, community relations, and environmental protection. In addition, we provided our support to healthcare institutions in the countries of presence, which we are going to reflect in our next year's report.

Summing up the results of 2019, I would like to mention that the IAOP included IBA Group in the Best of The Global Outsourcing 100, the list of the best outsourcing providers for the past decade.

IT Europa selected IBA Group a winner in the European IT & Software Excellence Awards 2019, the leading pan-European awards for resellers, ISVs, Solution Providers, and Systems Integrators. We won the award in the innovative category of Big Data, IoT, and Analytics.

We confirmed our reputation of a solid employer with one of the lowest attrition rates in the industry. Our IT and business professionals receive education at the training centers of leading IT providers. IBA teams work in a healthy and comfortable environment. They practice sports and participate in sport competitions, retreats, and tours.

IBA Group maintains a special focus on attracting university graduates, enabling them to connect, grow, and develop a career at an international IT company.
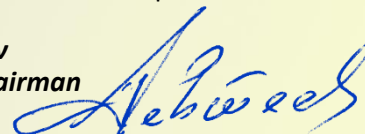
We implement technological innovations in custom projects, proprietary solutions, and internal processes. The IBA's self-service banking solutions enhance the capacity of domestic financial institutions and expand access to banking services. In 2019, IBA Group launched a solution that enables a smartphone to work as a point of sales (POS).

In terms of responsible consumption and production, we acquire and install the most efficient equipment and devices, as well as adopt sustainable practices in our operation.

We expanded our cooperation with international organizations. Following a meeting at our office in the IBA Group's campus, we began cooperating with the Minsk office of the United Nations High Commissioner for Refugees.

Navigating uncertainty and a rapidly changing reality, we adjust our plans and practices to the new norms that came to life in the course of the pandemic crisis. However, we intend to maintain our commitment to transparency and accountability during this challenging time, and to use the Ten Principles as our guide in sustainable development.

Sergei Levteev
IBA Group Chairman
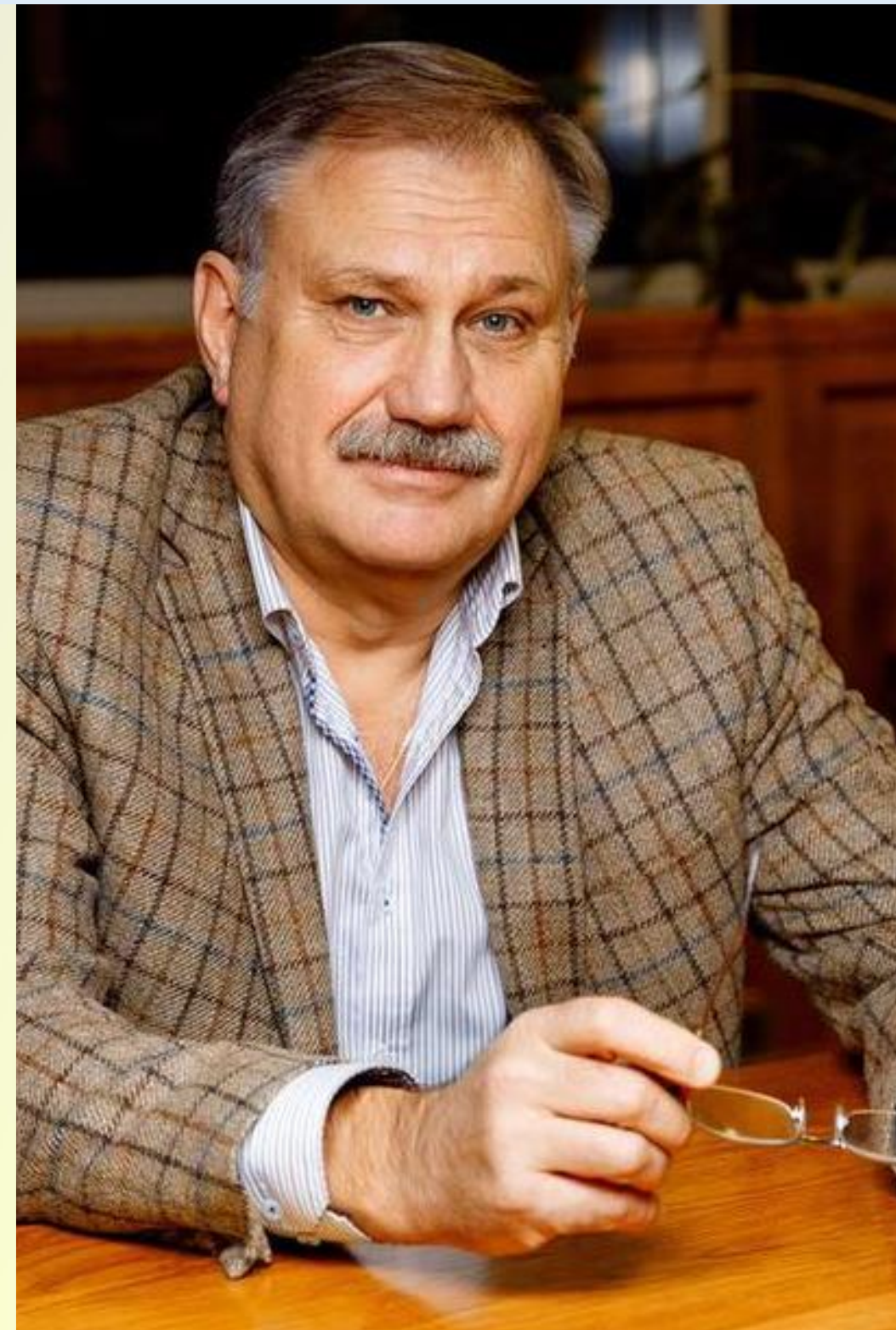
Managing the Company

Business Overview

IBA Group is one of the largest IT service providers in Eastern Europe, performing onshore, nearshore, and offshore projects with nearly 3,000 professionals. Headquartered in Prague, Czech Republic, IBA Group operates in 12 countries. The company's development centers are in Belarus, the Czech Republic, Bulgaria, Kazakhstan, and Slovakia. The sales offices are in the United States, Germany, Great Britain, Russia, Ukraine, South Africa, and Cyprus. IBA Group is a joint stock company. Its branches are joint stock companies and limited liability companies.

For more than 25 years, IBA Group has been working in the IT industry. As the company is a partner of world IT leaders, it is able to introduce innovative technologies at local enterprises in the countries of presence. However, the company's innovativeness depends on its partners because IBA Group's services and solutions are based on technologies of world IT leaders.

IBA Group serves customers in more than 40 countries, focusing primarily on the B2B segment. IBA Group improves its technological expertise, solves customers' business problems in the fields of digital transformation, business process automation, analytics, and cloud and mobility technologies.

IBA Group's services and solutions are designed for:
- IT companies
- Manufacturing enterprises
- Transport companies
- Financial institutions
- Trade organizations
- Utility enterprises
- Mining industry
- Public institutions
- Educational institutions.

IBA Group has unique expertise, optimized business processes, and good reputation. IBA Group improves its business processes, providing customers with high quality services.

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Business Overview | Mission, Vision, and Values | Organizational Structure | Business Ethics and Practice

Managing the Company
Business Overview

Services and Solutions

Cooperating with the world IT leaders, IBA Group offers innovative, reliable, and secure IT services and solutions for digital business transformation. The company covers a full cycle of software development and provides migration of legacy systems to new platforms.

Focus Areas

- Solutions for the enterprise
- Mainframe and multiplatform software
- Intelligent automation
- Data science and machine learning (ML)
- Cloud solutions
- Business application development

In addition, the IBA Group's portfolio includes a wide range of software solutions for retail banking, an automated fare collection system for public transport, an HR management platform, and a cloud platform.

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Business Overview

IBA Group in Global IT Industry

In 2019, the global IT services market exceeded $1.03 trillion. Compared to 2018, the world IT market grew by 0.5%. In Belarus, where IBA Group has its largest development centers, the IT industry is one of the most dynamically developing areas of the economy. The share of export of computer services in the aggregate export of services of Belarus grew by a factor of 1.8 since 2015 and amounted to 21.9% in 2019 (18% in 2018). The IT sector has been the main driver of economic growth for the past seven years.

Belarus is listed among the world leaders in the export of IT services per capita with $108. In the US, this figure is $58, in India $40, and in China $20. The IT industry generates the third biggest number of jobs in Belarus. More than 60 percent of IT specialists are engaged in outsourcing services.

IBA Group is one of the largest IT service providers in Central and Eastern Europe. In 2019, the company's revenue was $102.7 million with a 10.4 percent growth from the previous year. In 2019, IBA Group continued to strengthen its expertise in mainframe software, business application development, intelligent automation, cloud, and payment solutions. The company expanded its presence in the United States, opening a representative office on the East Coast.

IBA Group is a member of IAOP® , Belarus High-Tech Park, and the Scientific and Technological Association Infopark.

IAOP listed IBA Group in the Best of The Global Outsourcing 100, the list of the best outsourcing providers for the past decade, and IT Europa selected IBA a winner in the European IT & Software Excellence Awards (For more information, see *Appendix 2. Awards and Recognitions*).

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Managing the Company

Mission, Vision, and Values

Mission

Co-creating a SMART future

Vision

Engineering customer-centric solutions through trusted relationships & technology that bridge the legacy of the past with the landscape of the future.

Our Values

Personal

We are more than a solutions provider. We are a partner who puts you at the center of everything we do. We listen, care, and deliver the best for you, every time.

Collaborative

Our success is your success. We partner with you to make your business work better.

Reliable

Our experienced engineers are driven by excellence and work tirelessly for you.

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Managing the Company
Mission, Vision, and Values

Strategy, Goals, and Tasks

The main strategic goal of IBA Group is sustainable business development, with a 15% revenue growth rate and a profitability of at least 20% for each year. To obtain long-term benefits for shareholders, customers, employees, partners, and communities, IBA Group sets the following business objectives.

- Improve industry expertise to ensure a thorough understanding of key customers' businesses and to be able to provide end-to-end services, resulting in the company's ability to compete for international projects of global companies
- Strengthen expertise in innovative technologies and methodologies with their subsequent use in software and hardware solutions
- Improve marketing activities to increase the efficiency of investments in proprietary products and solutions. This includes research and analysis of market segments to determine trends, consumption volumes, price levels, economic and political environment, and technical requirements for products
- Invest in the development of employee competencies, increasing employee satisfaction and motivation
- Meet quality indicators set for products and project deliverables to achieve customer satisfaction
- Develop G2B and G2C services using a model of public-private partnership and investing in the development of IBA Data Center
- Support IT education in the countries of presence as one of the main sources of the company's human resources.

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Managing the Company

Mission, Vision, and Values

Goals

- Accumulate vertical industry expertise, and maintain and expand a portfolio of the IBA's core competencies
- Systematically build up efforts to establish and maintain partnerships and mutually beneficial relationships with world IT leaders
- Foster employee motivation and loyalty through social and development support.

Goals for 2020

IBA Group set the following goals for 2020.

- Increase stability and reduce risks through business diversification, and expansion to new markets and new industries
- Provide high quality services and solutions to ensure customer satisfaction and attract new customers
- Support employees through competitive salaries and a benefit package.

To solve emerging tasks, IBA Group took the following actions.

- Expanded the range of services through the use of innovative technologies
- Created new products and solutions using advanced technologies
- Provided high quality integrated services to customers
- Supported employees by raising salaries in line with productivity growth and giving access to the benefit package
- Organized certification and recertification of IBA Group's development centers to comply with international standards
- Supported universities in IT training by creating special courses, equipping research laboratories, and providing support to IT championships and other events.

Our strategy is successful partnership.

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Managing the Company

Organizational Structure

The highest governance body of IBA Group is the Board of Directors. The IBA Group board outlines the company's strategic objectives, elects Chairman of the Board, and appoints the Chief Executive Officer (CEO) and the directors of IBA Group's member companies. The Chairman and CEO is responsible for translation of the company's strategic goals into action.

Functional Structure

IBA Group incorporates development centers, sales offices, training and technical centers, and other legal entities.

- IBA IT Park, Development Center, Minsk, Belarus
- IBA Gomel, Development Center, Gomel, Belarus
- IBA Institute, Minsk, Belarus
- IBA CZ, Development Center, Prague, Brno, and Ostrava, Czech Republic
- IBA Slovakia, Bratislava, Slovakia
- IBA IT GmbH, Kierspe — Rönsahl, Germany
- IBA USA, San Jose, CA, USA
- IBA Rus, Moscow, Russian Federation
- IBA Kz, IBA Group Office and Development Center, Astana, Kazakhstan
- IBA Ukraine, Kiev, Ukraine
- IBA UK, London, United Kingdom
- IBA South Africa, Johannesburg, South Africa
- IBA Bulgaria, Development Center, Burgas, Bulgaria
- IBA — Information Business Architectures, Development Center, Minsk, Belarus
- IBA Mogilev, IBA Office, Mogilev, Belarus
- IBA Novopolotsk, IBA Office, Novopolotsk, Belarus

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Organizational Structure

Production Structure

The IBA Group's development centers consist of software development divisions (production departments). For its development centers, IBA employs a matrix organizational structure, which is flexible and adaptive to customer requirements. A software department typically consists of several project teams. A team is headed by a Project Manager and may include employees from different production departments. Each team member reports to the Project Manager and the head of his/her production department.

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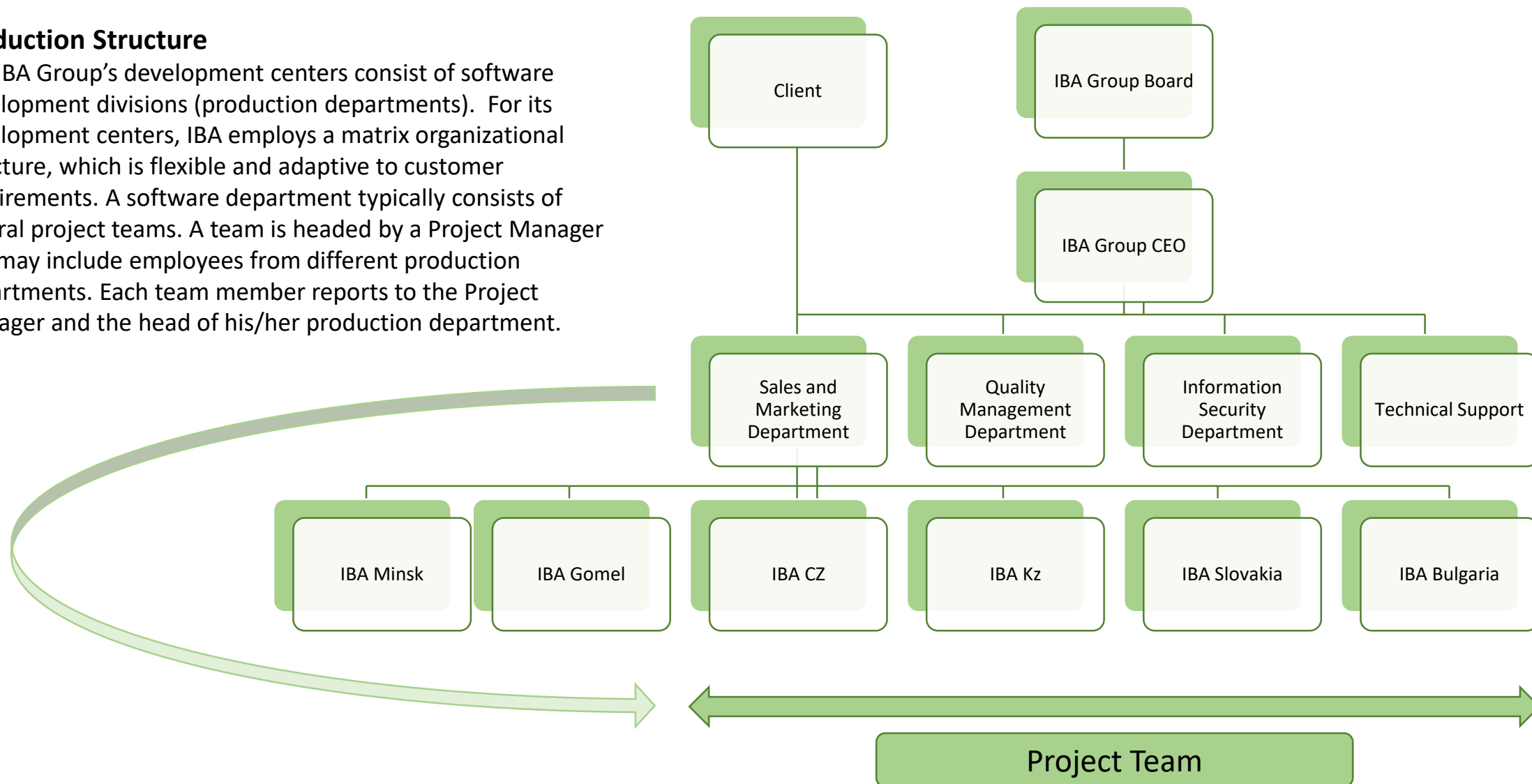
Managing the Company

Organizational Structure

Company Management

The IBA Group's management team is composed of experienced leaders who had successful careers as senior executives and who continually steer the company to success. IBA Group is governed by the Board of Directors that elects its Chairman and appoints C-level executives.

Sergei Levteev, IBA Group Chairman

Sergei Levteev has been IBA CEO since the company's inception in 1993. In 2005, he was elected Chairman of the Board of IBA Group. Mr. Levteev spearheads all aspects of the company's business efforts, including overall vision and strategy. During his tenure, a small firm evolved into an international group of nearly 3,000 employees.

Sergei holds a B.S. degree in electronic engineering from the Belarusian State University of Informatics and Radio Electronics (BSUIR). Prior to IBA, he spent four years with the computer engineering association BelNPOVT. His career also included serving at Elorg–Data, a Finland–based IT company.

Sergei Levteev believes that building a company from the ground up is one of the greatest experiences in his life.

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Organizational Structure

Sergei Akoulich

Deputy Chairman of the Board at IBA Group
Chief Executive Officer at IBA IT Park

Sergei Akoulich has been working at IBA since 1999. From 2007 to 2011, he served as Business Development Director at IBA Minsk. In 2011, he was elected a member of the IBA Group's Board of Directors and appointed as First Deputy CEO of IBA Minsk. In 2013, Sergei was promoted to the position of Chief Executive Officer of IBA IT Park, the largest software development center of IBA Group.

Sergei Akoulich holds an M.S. degree in the automation of technological processes from the Belarusian State University of Informatics and Radioelectronics (BSUIR) and a B.S. degree in the automation and management of technological systems from the same university. His credentials include a Professional Certificate in Management from the British Open University. Prior to IBA, Sergei served as a project manager at the Minsk Center for Information Technologies and a research officer at BSUIR.

His incredible stamina, self-discipline, and capacity for work enable Sergei to reach goals that are not achievable for others.

Kirill Degtiarenko

Member of the Board, Sales Director

Kirill Degtiarenko joined IBA in 1997 as a programmer in a project for IBM Germany. The same year, he was appointed as Software Manager responsible for day-to-day management of international projects. Since 2005, Kirill has been in charge of sales and marketing activities in the segment of new markets in Europe, Africa, and the United States. Since 2018, Kirill has been a Member of the Board of IBA Group.

Kirill holds a Bachelor of Science degree in mathematics and electronics from the Belarusian State University and a Professional Diploma in Management from the British Open University. Prior to IBA, he was the head of the ACS department at Belarusian Railway.

Kirill Degtiarenko keeps expanding his knowledge base and improving professional skills. In 2014, he became a Certified Outsourcing Professional (COP), following an examination process and a rigorous peer review conducted by the International Association of Outsourcing Professionals (IAOP).

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Managing the Company

Business Ethics and Practice

IBA Group adheres to high ethical standards and seeks to work honestly and transparently, which creates a high level of trust from partners and customers.

IBA Group introduced the Code of Ethics, setting out a system of corporate values that are fundamental to the company's efficient operation and long-term success.

The program of adaptation of new employees includes familiarizing themselves with the Code of Ethics. IBA Group created universal rules and equal conditions for all employees. Internal labor regulations provide for employees' accountability for violations of labor discipline.

IBA Group observes the rules of fair competition. This is stipulated in a number of documents that regulate the company's activities and include the following positions.

- Strict compliance with the law
- Norms of ethical behavior and prevention of corruption
- Certification of management systems (QMS, ISMS) for compliance with international standards.

IBA Group strives to develop a trusting and mutually beneficial long-term cooperation that is based on strict fulfillment of contractual obligations and adherence to business ethics.

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Business Overview | Mission, Vision, and Values | Organizational Structure | **Business Ethics and Practice**

Managing the Company

Business Ethics and Practice

Principles and Standards of Behavior

Leadership

Be proactive
- Be actively involved in projects and tasks
- Believe in success in any situation
- Inspire by example
- Know how to unite and lead the team

Do not be afraid of responsibility
- Learn from failures
- Take responsibility
- Admit failures
- Maintain a positive working mood in any situation

Strive for success
- Focus on achieving results
- Learn continuously
- Set ambitious goals

Partnership

Maintain reliable, trusted relations
- Always complete tasks
- Find an individual approach to every client
- Solve production tasks quickly and efficiently
- Respect and trust each other and partners

Be honest and open-minded
- Build an open business relationship
- Assist colleagues readily
- Be willing to share knowledge
- Maintain confidential and open relations

Be responsible
- Always keep promises and be honest with partners
- Aspire to exceed partners' expectations
- Treat other people with respect

Conscientiousness

Follow rules and standards
- Complete tasks on time and meeting requirements
- Act in accordance with the company's values
- Do not abuse the company's trust

Always achieve goals
- Adapt to new circumstances
- Succeed even with limited resources
- Achieve the best results without losing quality
- Work to achieve goals, not for the sake of process

Value the company's reputation
- Be demanding to yourself and others
- Do your job in the best possible way, so that the client will be willing to use the company's services again

Improve yourself and conventional approaches to work
- Fulfill obligations using the best ways to solve complicated tasks
- Develop professional competencies and maintain high qualification standards.

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Managing the Company
Business Ethics and Practice

Anti-Corruption
IBA Group is opposed to all forms of corruption, including extortion and bribery, and is guided by the highest ethical standards in partner relations, which is stated in the company's Code of Ethics. IBA Group introduced the position of CEO Assistant for Security who monitors and prevents corruption and violation of anti-corruption laws among employees.

Publicity and Transparency
IBA Group is included in global rankings that demand public disclosure of the company's results.
Using a corporate website and social media accounts, the company provides updates for stakeholders and communicates with them on a regular basis.

IBA Group implements outsourcing projects, which makes most of the information about customers and projects confidential.

Non-disclosure agreements (NDAs) are part of outsourcing contracts. If required by a customer, NDAs are signed directly with the IBA Group employees involved in projects.

The IBA Group's internal labor regulations provide for employees' obligation to be bound by state and professional secrecy, not to disclose the trade secrets of the employer and third parties involved in projects.

In 2018, IBA Group received the TRACE Anti-Bribery Compliance certificate, which confirms that the company fully complies with the national and international anti-corruption standards and adhere to the fundamental principles of fairness, transparency of information, and financial responsibility in all areas.

[1] https://ibagroupit.com/
[2] https://www.facebook.com/IBAGroupIT/
https://www.linkedin.com/company/iba-group
https://www.instagram.com/iba_group/
https://twitter.com/Ibagroup/

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Managing the Company
Business Ethics and Practice

Protection of and Respect for Human Rights

IBA Group fully complies with national and international laws on human rights. The company creates fair and decent working conditions for all employees, complies with national and international standards in the field of equal opportunities, and supports the principles of respect for racial, religious, physical, and other differences of employees. IBA Group strictly adheres to the principles of privacy.

The company does not employ forced or compulsory labor in any form, nor does it discriminate its employees. IBA Group does not exploit child labor. In protecting and observing human rights, the company is guided by the following documents.
• Ten Principles of the UN Global Compact
• United Nations Convention against Corruption
• ETS 173: Criminal Law Convention on Corruption.

IBA Group handles complaints and requests from employees using a database called Personnel's Proposals. In 2019, IBA Group's employees submitted 18 proposals, none of them concerning human rights. For discussions and exchange of views, IBA Group uses a corporate page on Workplace by Facebook.

Information Security Policy

IBA Group respects every customer's, provider's, business partner's, and employee's right to inviolability and confidentiality of personal data. We use the latest technologies and standards to ensure the security of information of our customers. IBA takes adequate measures to organize physical access control, logical access control, in-house security control, data transfer protection, and processing audit. IBA Group and external auditors conduct annual security audits at all company sites. The IBA Group's information security service constantly monitors the corporate network and checks the organization's activities for compliance with regulatory acts.

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Developing a Sustainable Business

Sustainability Management

Since its inception, IBA Group has been implementing a sustainable development policy and views it as a basis for the harmonious development of business, society, and the environment. As an IT company, IBA Group implements solutions that increase the efficiency of companies and organizations, as wells as strives to improve the quality of life by supporting IT education.

IBA Group is a major contributor to the economy of Belarus and the Czech Republic, providing IT services and solutions for local clients, ensuring safe working environment and decent salary, and respecting human rights of its employees.

CSR Program

The company adopted a consistent corporate social responsibility (CSR) program in 2008. The CSR program complies with international standards and applies to all activities of IBA. Corporate social responsibility management is based on the mission, vision, and values of the company.

IBA Group is a responsible corporate citizen that invests in society and contributes to environmental protection.

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Sustainability Management | Contribution to the UN Sustainable Development Goals | Stakeholder Engagement

Developing a Sustainable Business

Sustainability Management

Employee Support

Being a people–centered company, IBA Group provides its employees with healthy and comfortable working conditions and a friendly environment with a full scope of individual attention. We offer a benefit package that is commensurate with the great contribution that our employees make to our global success.

Community Relations

IBA Group contributes to the sustainable development of the communities in which it operates, improving the wellbeing of these communities. The company provides financial support to various organizations on a regular basis.

Environmental Protection. Green IT

Green IT is of high importance to IBA. The IBA development centers are located in the countries that are not rich in natural resources and therefore we strive to use electric power and other resources efficiently.

IT Education

IBA Group cooperates with leading Belarusian, Czech, and Bulgarian IT universities to create a reserve of young professionals.

The IBA CSR program says that in its daily operations the company is guided by the principles of ethical behavior, transparency, respect for the rule of law and international norms, and respect for human rights.

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Sustainability Management | Contribution to the UN Sustainable Development Goals | Stakeholder Engagement

Developing a Sustainable Business
Sustainability Management

IBA Group and the UN Global Compact

In 2018, IBA Group became a signatory of the United Nations Global Compact, the world's leading voluntary corporate social responsibility initiative. As a signatory member, IBA Group confirmed that it supports the Ten Principles of the United Nations Global Compact on human rights, labor, environment, and anti-corruption. In addition, IBA Group pledged that it is committed to making the UN Global Compact (UNGC) and its principles part of the company's strategy, culture and day-to-day operations, and to engaging in collaborative projects to advance the UN Sustainable Development Goals.

The current Report demonstrates the IBA Group's support of the UN Global Compact initiatives.

In 2019, IBA Group began cooperating with the Minsk office of the United Nations High Commissioner for Refugees.

Sustainable development is the main strategic goal of IBA Group.

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Sustainability Management | Contribution to the UN Sustainable Development Goals | Stakeholder Engagement

Developing a Sustainable Business

Sustainability Management

Monitoring and Evaluation

IBA Group is a global company that works in accordance with international standards of professionalism, management, and technologies and cares about compliance with these standards. To raise the stakeholders' level of trust and increase competitiveness, IBA Group evaluates its activities.

IBA Group regularly conducts internal audits and once a year external audits by certified organizations.

In 2019, IBA Group successfully re-certified its information security management system to STB ISO/IEC 27001-2016 (ISO/IEC 27001:2013) for the Information Security Management System: design, development, production, and maintenance of software and automated information systems.

In 2019, IAOP included IBA Group in the Best of The Global Outsourcing 100, the list of the best outsourcing providers for the past decade.

IBA participates annually in The Global Outsourcing 100, a ranking that recognizes the world's best outsourcing service providers. Companies are first organized by Leader or Rising Star criteria and then evaluated based on the following five judging categories.

1. **Size and Growth** as measured by revenue, employees, and global presence.
2. **Customer References** as demonstrated through value being created at the company's top customers.
3. **Awards and Certifications** as demonstrated through the value being created through industry recognition, and relevant organizational and individual professional certifications.
4. **Programs for Innovation** as demonstrated through specific programs and resulting outcomes that produce new forms of value for customers.
5. **Corporate Social Responsibility (CSR)** as shown through corporate programs and outcomes that address such topics as community involvement and development, labor practices, human rights, fair operating practices, environmental impacts, consumer issues, and organizational governance.

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Sustainability Management | Contribution to the UN Sustainable Development Goals | Stakeholder Engagement

Developing a Sustainable Business

Sustainability Management

Key Achievements and Goals in Sustainable Development

CSR / Sustainable Development Goals	Key Achievements in 2019	Goals for 2020	Goals for 3 to 5 Years
Provide high quality IT services and solutions through the use of advanced technologies and first rate customer service.	Based on an annual customer survey, 93% of the company's customers were satisfied with IBA Group's services.	Maintain and improve customer satisfaction score.	Keep customer satisfaction above 90%.
Expand the range of products and services using innovative technologies from world IT leaders.	The set of software development services expanded to include data science and intelligent automation. New SAP and other traditional technologies introduced.	Continue mastering new technologies.	Increase the share of projects using the latest technologies in the total volume of IBA Group's projects.
Expand the client base by conquering new markets, penetrating new vertical industries, and creating partnerships with current clients.	IBA opened an additional sales office in the US.	Expand project geography.	Expand cooperation with customers and partners in Europe, America, and Africa.
Keep pace with innovations in IT and business areas.	Solutions for public transport and mobile payment.	Integrate new solutions in business processes of IBA Group and its customers.	Create and implement new solutions with IBA Group customers and internally.

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Sustainability Management | Contribution to the UN Sustainable Development Goals | Stakeholder Engagement

Developing a Sustainable Business

Contribution to UN SDGs

1 NO POVERTY

Economic growth must be inclusive to provide sustainable jobs and promote equality.

Helping children's institutions, people with disabilities, and veterans. For more information, see **Section 4. Making Responsible Decisions.** *Charity and Inclusivity.*

2 ZERO HUNGER

The food and agriculture sector offers key solutions for development, and is central for hunger and poverty eradication.

Creation of AgromonX, an application for agriculture to automate crop production management. The product is based on IoT.

3 GOOD HEALTH AND WELL-BEING

Ensuring healthy lives and promoting the well-being for all at all ages is essential to sustainable development.

IBA Group employees' age ranges from 20 to 70+ years, which is not typical of young IT companies. 16 of the company's employees are older than 70 years. These are top class mainframe specialists. All employees have access to a benefit package that includes medical care, sports classes, cultural activities, and financial assistance. Former IBA Group employees who retired have access to the benefit package too.

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4 QUALITY EDUCATION

Obtaining a quality education is the foundation to improving people's lives and sustainable development.

The IBA Institute of IT and Business Administration (IBA Institute) provides training to IBA employees and conducts free IT and business training for people with disabilities. IBA Group has long-lasting relations with Belarusian universities, where IBA's R&D labs are ongoing. IBA Group specialists train students at IBA courses and young people have internships with the company. IBA Group is a sponsor of programming contests and championships among school and university students.

5 GENDER EQUALITY

Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.

IT is a male-dominated industry. However, 38 percent of IBA Group employees are women.

8 DECENT WORK AND ECONOMIC GROWTH

Sustainable economic growth will require societies to create the conditions that allow people to have quality jobs.

IBA Group is a responsible employer. The company's staff includes nearly 3,000 employees. IBA Group equips R&D labs and school classrooms with computers and peripherals. IBA Institute conducts IT and business training for people with disabilities to help them find employment.

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9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Industry, Innovation and Infrastructure. Investments in infrastructure are crucial to achieving sustainable development

IBA Group opened its campus in Belarus' High-Tech Park. The campus includes a six–floor office building of 12,000 square meters, IBA Data Center of 946 square meters, a three–level parking garage for 350 cars, a fitness center of 2,400 square meters, and an additional parking facility for 100 cars. IBA Group began building a fourth level at its parking garage. All buildings have the latest equipment that uses modern life support technologies. IBA Group's offices in Gomel, Prague, Brno, Ostrava, Bratislava, and Burgas also meet the highest requirements for office space. IBA Data Center provides cloud services to local businesses.

10 REDUCED INEQUALITIES

To reduce inequalities, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.

To work on international projects, IBA Group creates mixed teams that comprise employees from Belarus-based, Czech, and other IBA development centers.

11 SUSTAINABLE CITIES AND COMMUNITIES

There needs to be a future in which cities provide opportunities for all, with access to basic services, energy, housing, transportation and more.

IBA Group creates products and solutions that improve people's lives, including a series of payment solutions for the retail industry and public transport.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Responsible consumption and production.

IBA Group saves fuel and energy resources by using resource efficient technologies. The IBA Data Center employs an innovative technology of heat recovery. The heat generated by the data center equipment is used to heat the IBA Fitness Center. Computers used at IBA Group have built-in energy saving systems that reduce power consumption during temporary interruptions in operation. Lighting systems use energy-efficient light sources. The water supply system has integrated devices that dispense the amount of water. For wet cleaning of premises, automatic floor cleaning machines are used, which allows for reducing water consumption. A waste sorting system is in place.

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16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Access to justice for all, and building effective, accountable institutions at all levels.

IBA Group aims to harmonize its activities with the values and expectations of society. The company continues to adhere to the principles of transparency and accountability, openly informing all stakeholders about its activities and social and environmental impact.

17 PARTNERSHIPS FOR THE GOALS

Revitalize the global partnership for sustainable development.

On November 28, 2017, IBA Group signed an agreement on cooperation of socially responsible organizations of Belarus in the implementation of CSR projects. On May 31, 2018, IBA Group became a signatory of the UN Global Compact. In 2019, IBA Group started cooperation with the Minsk office of the United Nations High Commissioner for Refugees.

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Stakeholder Engagement

IBA Group builds and maintains long-term relationships with stakeholders, taking into account their expectations and standpoints on various issues.

IBA Group works with a range of stakeholders, including the following groups.

PUBLICS

- Shareholders
- Employees
- Customers
- Suppliers (partners)
- Media
- Universities
- National and local governments.

OTHER STAKEHOLDERS

- IT and business associations
- Secondary educational institutions with IT specialization
- Local communities.

IBA Group is focused on meeting the interests of all stakeholders, including customers, employees, suppliers, and local communities.

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Stakeholder Engagement

IBA Group uses various communication channels to encourage honest and open dialogue with stakeholders.

Employees

Interaction with employees and their engagement in the company's activities is an important component of the corporate culture of IBA Group. To meet the expectations and needs of employees, an open dialogue is maintained through various channels of internal communication, including meetings, surveys, intranet and Facebook Workplace postings, electronic correspondence, office displays, and social media.

Shareholders

IBA Group meets the expectations of shareholders in terms of economic growth. To keep its shareholders informed, the company discloses the results of audits and shares other information on the company's website.

Clients and Partners

To ensure consistent quality and customer satisfaction, the company's management team maintains contacts with external stakeholders, including customers. The engagement channels include the following.

- Meetings with representatives of current and potential customers and partners
- Participation in exhibitions, workshops, conferences, and other events
- Membership in trade associations
- Support of and participation in joint projects with universities and other educational institutions.

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Stakeholder Engagement in 2019

IBA Group meets the expectations of shareholders in terms of economic growth. To keep its shareholders informed, the company discloses the results of audits and shares other information on the company's website.

Stakeholders	Key Expectations/Interests	Interaction Mechanisms	Key Events in 2019
Shareholders	Revenue surplus. Positive company reputation.	Development of strategy and founding documents. Direct control of the company.	Changes in the IBA Group Board. Growth in key indicators.
Employees	High wages. Favorable environment and safe working conditions. Benefit package. Professional development.	Regular wages and performance-based bonuses. Engagement in company activities. Benefit Package database in intranet, where employees can sign up for a variety of sports and cultural events held or sponsored by the company. Training Database in intranet with access to a variety of training courses. Talent Constructor HRM solution facilitates employee development. All applications and databases were developed by IBA Group employees.	Rewarding of the best employees of the year and honored employees (veterans) of IBA Group. Tourist rally with participation of 1,600+ employees. For more information, see **Section 4.2 of the Report**.

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Stakeholder Engagement in 2019

Stakeholders	Key Expectations/Interests	Interaction Mechanisms	Key Events in 2019
Customers	High quality services that meet customer requirements and international standards.	Offshore and onshore delivery models with IBA teams working in cooperation with customer teams.	Winner in *European IT & Software Excellence Awards 2019* in the category *Big Data, IoT or Analytics Solution of the Year*. The award-winning *Profitability Management Solution* was one of the first implementations *of SAP Profitability and Performance Management 3.0* in the world.
Partners	High sales of partners' products.	Partnership and distribution agreements. Affiliate programs and partner levels. Collaborative activities. Contests among partners.	IBM appointed IBA Group as its Platinum Business Partner. SAP appointed IBA as its Gold Services Business Partner and recognized IBA's expertise in SAP Travel and Transportation, SAP Utilities, SAP Oil & Gas, and SAP HANA. Siemens appointed IBA as a Silver Partner for MindSphere, a cloud-based IoT operating system.
Media	Prompt provision of information of interest to the media.	Press conferences, round table discussions, interviews, articles, and etc.	Publications in international (4) and local media (up to 100).

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Stakeholder Engagement in 2019

Stakeholders	Key Expectations/Interests	Interaction Mechanisms	Key Events in 2019
Universities	Provision of equipment, software, and training programs. Sponsorship of international and local championships and competitions.	Four joint research laboratories at universities of Belarus. In 2019, IBA Group opened an innovative SAP Next-Gen Lab at the Belarusian State University. Training courses for students and lecturers. Cooperation with universities of the Czech Republic and Bulgaria.	In 2019, more than 170 students completed 13 courses of 1,390 academic hours, 690 students attended more than 30 workshops of 1,700 academic hours, and 344 students had internships at IBA Group. In aggregate, IBA Group recruited 111 university graduates and students in 2019. IBA Group began cooperation with the Polessky State University and Vitebsk State University You can find more information in **Section 4.3 IT Education**.
Government authorities	Compliance with local laws. Participation in government programs on automation and informatization of government agencies and institutions.	Participation in tenders, development of solutions for automation of business processes.	Introduction of contactless payment system in Minsk public transport.

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Stakeholder Engagement in 2019

Stakeholders	Key Expectations/Interests	Interaction Mechanisms	Key Events in 2019
IT and outsourcing associations	Participation in industry events and projects. Lobbying the industry's interests.	Resident company of Belarusian Hi Tech Park and a member of Infopark Association, IAOP, and Emerging Europe Alliance	Inclusion in the IAO's *Best of The Global Outsourcing 100*, the list of the best outsourcing providers for the past decade
Secondary educational institutions	Computerization of schools. Financial support for schools and IT contests.	Sponsorship	Financial support of - High school in Tolochinsky Rayon of Vitebsk Region - Minsk Grammar School #75 - Center Evrika for Continuing Education of Children and Youth - Departments of education at local governing bodies
Local communities	Ethical and environmental compliance. Participation in environmental and humanitarian projects.	Support of and assistance to people with disabilities, Belarusian children's hospice, war veterans, and children's institutions.	IBA Group provides financial support to - Inclusive Family Theater for Children with Autism - Belarusian Children's Hospice IBA maintains the Auto Volunteers app aimed to help children with disabilities.

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Stakeholder Engagement in 2019

Memberships in International Initiatives and Associations in 2019

Name	Date of Adhesion	Status
IAOP	2014	Member
Emerging Europe Alliance	2018	Member
High Tech Park	2006	Resident
Association Infopark	2005	Member
Agreement on cooperation of socially responsible companies of Belarus	2017	Signatory
UN Global Compact	2018	Signatory

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Implementing Innovations

Quality Management

The company provides its customers with high quality services and solutions. The IBA Group's quality management system is based on internal quality standards, ISO 9001, and CMMI (Capability Maturity Model Integration).

The company continuously improves processes related to products, organizational and management structures, management systems, personnel training, corporate culture, working conditions, infrastructure, and stakeholder engagement.

IBA Group improves its business processes using the PDCA model (Plan-Do-Check-Act).

Quality Improvement Processes

Engagement of all employees in quality assurance activities

Recognition and reward of achievements in quality and innovation

Empowerment of employees to set goals and make decisions

Professional development and motivation of employees

Creation of safe and comfortable working conditions

Introduction of new technologies and innovations

Creation of corporate culture

Improvement of infrastructure

Development of employee motivation programs

Resource allocation

Use of the company's potential

Implementation of innovations

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Quality Management | Mobile Technologies | Cloud Technologies | Robotic Process Automation (RPA)

Implementing Innovations

Quality Assurance and Information Security

The IBA Accelerator Portal is designed to encourage innovation, focusing on search, development, testing, and implementation of innovative ideas.

To implement policies and achieve objectives in the field of quality and information security management, the company has the following certified management systems (MS) in place.

- Quality management system for design, development, production, and maintenance of software and automated systems, compliant with STB ISO 9001-2015, DIN EN ISO 9001:2015; ČSN EN ISO 9001:2016, and ČSN ISO/IEC 20000-1:2012

- Information security management system for development, production, and maintenance of software and automated information systems, compliant with STB ISO/IEC 27001-2016 and ČSN ISO/IEC 27001:2014.

The IBA Group's management team carries out regular inspections of the company's operations to assess its performance.

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Implementing Innovations

Quality Management

The company's management analyzes performance in line with requirements of the IBA–MAN.1 Leadership process, taking into account semi-annual internal audit reports and annual performance reports. The results of analyses are included in the minutes of the meetings of the Standing Committee for Quality Assessment (SCQA).

In 2019, the goals and objectives set by the company regarding quality management were fully met, which is reflected in the report on the efficiency of management systems and the results of external audits.

Customer Satisfaction

IBA Group management is aware of the role that quality management plays in solving of economic and social issues. A special emphasis is placed on meeting the needs and expectations of all stakeholders, including customers, employees, partners, and suppliers.

To study satisfaction levels, IBA analyzes the following information.
- Reviews in the media
- Feedback from users or customers
- User opinions obtained during marketing surveys
- Findings of surveys
- Registered bugs or other defects.

Project managers, project teams, and account managers perform continuous monitoring of customer satisfaction during project implementation.

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Implementing Innovations

Quality Management

Real time monitoring of customer satisfaction is carried out by project groups during project status meetings and when discussing issues that arise in the course of project execution.

IBA Group conducts annual customer surveys.

		2017	2018	2019
Number of complaints		0	1	1
Customer satisfaction	Domestic market 7-point scale	6.1	6.2	6.26
	Foreign market non-IBM projects 5-point scale	4.3	4.6	4.51
	Foreign market IBM projects 100-point scale	98.53	98.74	99.58

Project curators and process owners analyze survey findings and discuss these at SCQA meetings. The conclusions made by the Committee lay the ground for corrective actions and plans for improvement of the management systems.

Based on findings and conclusions of surveys, IBA Group develops an action plan to improve customer satisfaction.

Audits of Management Systems

IBA Group is continuously working on the development, implementation and improvement of management systems to ensure stable quality and information security, and reduce project risks. The company developed management processes that cover all activities that might affect the software quality.

IBA Group conducts internal audits in line with the IBA-MR.1 procedure *Internal Audit and Software QMS Audit Programs for 2019*.

Internal Audit and Software QMS Audit Programs for 2019

Event	Period
	2019
Number of scheduled inspections	104
Number of unscheduled inspections	4
Number of minor issues detected	12
Number of major issues detected	2

The detected inconsistencies refer to timely updating of relevant documents.

Implementing Innovations

Quality Management

Information Security Audits in 2019

Number of scheduled inspections	76
Number of unscheduled inspections	0
Number of minor issues detected	29
Number of minor issues tackled	29
Number of major issues detected	–

The detected issues refer to timely updating of documents.

Audit Results

- The program of audits is executed in full and taking into account all objectives and tasks in quality improvement
- No violations of the internal audit procedures were detected
- Audits time frames were met
- Audit results are registered in a timely manner in line with IBA-SCP9.2 and stored in the QMS audit database
- Audit teams comprise competent and qualified professionals.

The program of audits is executed in full and meeting all quality management objectives.

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Quality Management | Mobile Technologies | Cloud Technologies | Robotic Process Automation (RPA)

Implementing Innovations

Mobile Technologies

IBA Group develops enterprise applications for banks, manufacturing enterprises, and other businesses. The applications automate workflow, optimize communication between employees, and address a variety of other issues.

Mobile Projects

Mobile Acquiring Service payBYcard enables users to accept payments for goods/services made by Belcard, Visa, and MasterCard using a smartphone/tablet and a connected card reader.

Automated Fare Collection (AFC) System. Minsk citizens and visitors can pay for travel in public transport using smartcards or other NFC devices. The AFC System functions in 3,000 buses, trolleybuses, and trams, as well as in Minsk Metro.

Transport BY allows for tracking the movement of public transport, viewing the current transport timetables and the arrival time of a vehicle at a particular bus stop, and planning a convenient in-city and inter-city routes. More than 3,000 users downloaded the application in the first 10 days. Currently, the application works in Gomel and 11 cities of Gomel Region.

Chancellor Smart is a mobile application designed for efficient and convenient online and offline remote work with an electronic document management (EDM) system using iOS and Android mobile devices. The application can be integrated with other EDM systems on any platform. Chancellor Smart is intended to increase operational efficiency of enterprise employees.

Auto Volunteers application for the Belarusian Children's Hospice was created by developers of IBA Group within the framework of the *Engineering Charity Marathon HospiceProject Auto Volunteers*.

TapXphone is a digital payment solution that acts as an alternative to a physical banking terminal or a mobile card reader. It does not require additional equipment and works through a smartphone application. With tapXphone, it is possible to accept payments with Visa, MasterCard, and local Belarusian bankcards via a mobile device with an NFC-module.

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Quality Management | **Mobile Technologies** | Cloud Technologies | Robotic Process Automation (RPA)

Implementing Innovations

Cloud Technologies

IBA Group had its own cloud platform and data center to provide cloud services. As a part of the strategy for product transformation, IBA Group set up the following facilities and took the following actions.

- IBA Data Center is designed to provide a trouble-free performance of user information systems with specified levels of availability, reliability, security, and manageability. It meets the TIER 3 requirements and up–to–date international information security standards. It is energy efficient: the heat generated by IBA Data Center is used to heat the IBA Group's Fitness Center

- IBA Cloud Platform is an easy-to-use cloud computing platform that provides centralized management of public and private clouds, and enables companies to migrate their traditional applications and develop new services for their customers in a dedicated and safe virtual environment

- Development and modification of proprietary solutions and products is deployed in the IBA Cloud Platform based on SaaS.

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Quality Management | Mobile Technologies | **Cloud Technologies** | Robotic Process Automation (RPA)

Implementing Innovations

Cloud Technologies

Data Storage

IBA Data Center is a fail-safe complex of interrelated software and hardware components, engineering infrastructure, and organizational procedures. The IBA Data Center is a detached two-floor building, designed and built in compliance with international standards and local regulations in the field of information security.

Features

- Protection against electromagnetic radiation by Faraday cage
- Liquid cooling and maintaining high pressure in the main computer room with access through airlock chambers
- Autonomous power supply from a diesel generator and two independent transformer substations
- Total capacity 1 MW (64 server racks and 8 telecommunication racks)
- Communication channels with redundancy and from different providers (Beltelecom, Delovaya Set', BFT)
- Heats the IBA Fitness Center (energy-saving technologies).

IBA Cloud Platform is an easy-to-use and flexible cloud computing platform that allows employees engaged in software development and maintenance to create, use, and scale virtual computing resources to complete a project or provide a service to customers.

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Quality Management | Mobile Technologies | Cloud Technologies | Robotic Process Automation (RPA)

Implementing Innovations

Cloud Technologies

Cloud Solutions

IBA AVM is an automated fleet management system designed for a passenger transportation operator to conduct centralized traffic control. The system also informs passengers about the estimated time of arrival of route vehicles (RV) at stopping points. It can be either installed on the customer's servers or delivered as a cloud service from the IBA Data Center.

*Chancellor Next i*s a new series of software products intended for workflow automation. The system accelerates document processing, resulting in improved interaction with and between government authorities. The introduction of paperless technologies contributes to the promotion of eco-friendly office culture.

IBA Group Security is a portfolio of products and services designed for the development, implementation, and maintenance of information security systems.

IBA Visual Analysis Studio is an analytical solution for identification of fraud schemes. The solution is a full-fledged analytical machine designed for security divisions of financial and insurance companies.

Talent Constructor is a family of software products designed for effective human resource management. Talent Constructor is scalable and easily integrated with existing HRMS (for more information see Section 4.2 Employee Support).

AgronomX is a software and hardware platform based on the Internet of Things (IoT). The system collects information about the field's state via sensors, weather stations, smart devices, and satellites. AgronomX enables farmers to take a quantum leap in controlling threats, reducing costs, and minimizing crop losses during crop cultivation and storage.

APPULSE is a centralized support platform for business applications that run on z/OS servers. APPULSE provides uninterrupted operation of critical business applications, resulting from proactive problem identification and resolution. The product has an AI module that generates and prompts problem solutions based on accumulated data.

Solutions for Retail Banking (Internet Banking, Mobile Banking, payment and currency exchange solutions and terminals, business planning and budgeting, scoring and statistical analysis, and other systems). The introduction of these solutions reduced queuing time in banks and contributed to a positive user experience, resulting in enhanced customer satisfaction.

Start Point is a cloud service designed for collaborative product development and maintenance, product data management (PDM), Product Lifecycle Management (PLM), and electronic document management (EDM) of engineering data.

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Quality Management | Mobile Technologies | **Cloud Technologies** | Robotic Process Automation (RPA)

Implementing Innovations
Intelligent Automation

Robotic Process Automation (RPA) enables businesses to streamline repetitive tasks, including sorting of incoming emails, responding to chat messages or extracting useful information from documents.

IBA Group partners with leading RPA software providers to re-package and automate complex business processes. IBA Group renders intelligent automation services based on Machine Learning (ML) and Artificial Intelligence (AI).

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Quality Management | Mobile Technologies | Cloud Technologies | Robotic Process Automation (RPA)

Making Responsible Decisions

Environmental Protection

Environmental policy is an integral part of the CSR program of IBA Group. As an IT company, IBA Group does not have a direct impact on the environment. Company's environmental activities comply with environmental laws in the countries of presence and international standards. It is also very important for IBA Group that its partners comply with environmental laws and share the company's values in the field of environmental protection. IBA Group pays special attention to energy efficiency and energy saving issues, and participates in environmental activities that increase environmental awareness.

Efficiency of Environmental Protection Activities

The company applies advanced technologies to make environmental protection activities more effective. IBA Group developed and approved the following Guidelines on the implementation of industrial environmental control.

- Exercise control over observance of requirements for environmental protection by company employees
- Develop plans for the implementation of production control in the company
- Develop action plans in the field of environmental protection
- Organize training and knowledge assessment of employees in the field of environmental protection.

The results of industrial environmental control are documented, specifying the detected violations, if any. Supervisory authorities conduct regular inspections that include measurement of risk factors in the work environment, such as microclimate, noise, electromagnetic fields, and other occupational hazards.

The inspections show that the measured parameters do not exceed the permissible levels and comply with the hygienic standards.

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Environmental Protection | Employee Support | IT Education | Charity and Inclusivity

Making Responsible Decisions

Environmental Protection

Improvement of Environmental Management System

IBA Group has its Environmental Program. The document is aimed at preserving the environment through the use of advanced and energy-saving technologies, and effective management of working environment and infrastructure. It also provides for safe working conditions, healthy morale, and ecological awareness of employees.

To manage the Environmental Program, IBA Group signed outsourcing contracts with companies that specialize in environmental protection. Each year, an environmental passport is issued for the company, keeping record of the amount of generated waste. Recently, IBA introduced a waste sorting system.

Environmental Impact

For better distribution and efficient use of fuel and energy resources, IBA Group annually develops and approves fuel and energy resource consumption norms. In addition, the company keeps track of changes in the level of greenhouse gas emissions in CO2 equivalent, relevant to electricity and heat consumption. Every year, an Action Program aimed at reducing consumption of fuel and energy resources is developed and approved. In 2019, the Action Program focused on timely shutdown of unused lighting and power equipment, optimization of the ventilation system switching schedule, awareness-raising activities among employees, and maximization of natural light usage.

The company keeps record of water consumption (water meters are installed).

Implementation of organizational and technical actions ensures annual reduction in fuel and energy consumption.

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Environmental Protection | Employee Support | IT Education | Charity and Inclusivity

Making Responsible Decisions

Environmental Protection

Energy Efficiency and Conservation

In the design, construction, and operation of buildings, IBA Group implements integrated solutions aimed at decreasing consumption and increasing efficiency of energy resources.

Energy-efficient power, heat, and hot water supply, ventilation, and air conditioning are in operation in the IBA Group campus, primarily in the office building, IBA Data Center, and IBA Fitness Center.

To optimize heat and electricity consumption, IBA Group takes the following actions.

- Air handling units are equipped with heat recovery systems. Rotary heat exchangers of at least 65 percent efficiency are used for office premises and 30 percent heat exchangers with an intermediate heating medium for cafeteria. Rotary heat exchangers have hygroscopic coating, which ensures heat and moisture return and reduces air conditioning load in summer
- Regulation units are equipped with three-way valves on the supply line and circulation pumps with frequency control on the return line to optimize the heat consumption in the air handling units
- Heat curtains are equipped with built-in thermostats and 5-speed fans. Fan speed and temperature are maintained automatically
- Heating units are equipped with an automatic temperature control system
- Heating devices are equipped with thermostats to maintain specified air parameters in the premises

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Environmental Protection | Employee Support | IT Education | Charity and Inclusivity
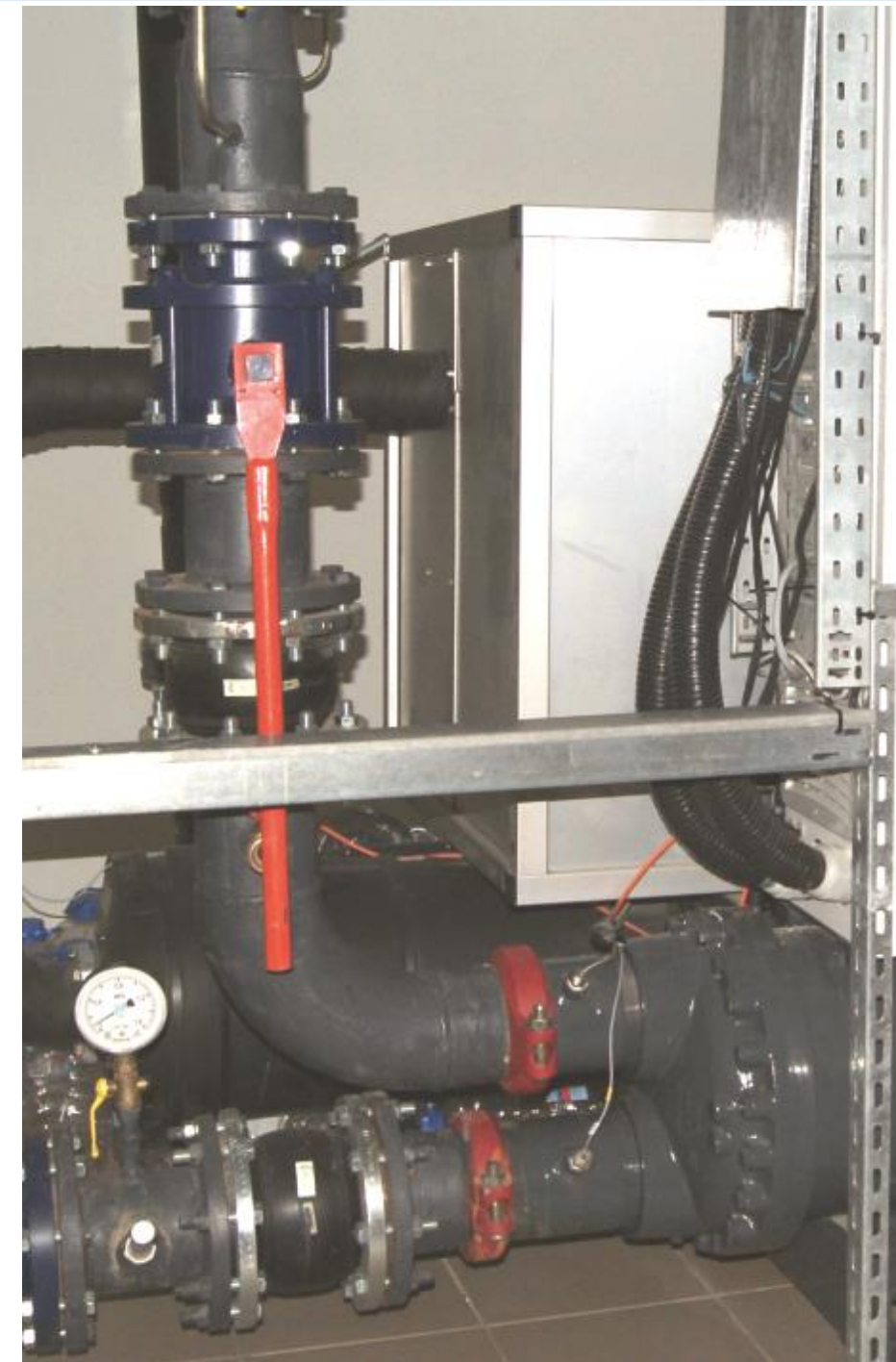
Making Responsible Decisions

Environmental Protection

- Air conditioning is water-cooled. Fan coil units are equipped with an automatic control system consisting of a control valve and an in-room controller
- Ventilation and air conditioning systems are equipped with a dispatching system that allows for 24/7 automatic operation planning
- Fans in the air handling units are equipped with performance frequency regulators to prevent air overconsumption and optimize pressure in the duct network
- Pumping equipment of ventilation and air conditioning systems, as well as water supply and heating systems are equipped with frequency converters
- Input and distribution devices, as well as power and lighting boards are located in the load center, which reduces voltage losses in internal electrical networks and ensures the most economical power cabling
- For artificial lighting, the company uses energy-efficient lamps. All lamps are equipped with an electronic control gear (ECG) and have a high power factor, which reduces the operating current of the lamp, power consumption when switched on, and, consequently, voltage loss in the lines

- Electrical wiring in the buildings is made of copper-conductor cables. Group and distribution networks are laid in trays, in cable channels, and on clamps along the shortest path, which reduces voltage losses and improves cooling of current-carrying conductors
- Transformer substations are made of block sets and are located close to the center of electrical loads, which reduces losses in 0.4 KV cable lines
- The company uses photo relays and time delay relays for automatic lighting control.

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Environmental Protection | Employee Support | IT Education | Charity and Inclusivity

Making Responsible Decisions

Environmental Protection

To save thermal energy produced by ventilation and heating systems, IBA Group uses time-varying control systems. Pipelines of heat supply systems, mains and risers of the heating system are thermally insulated. The heating system is equipped with control and balancing valves to ensure stability of the system and enable consumers to regulate heat consumption.

The low hydraulic resistance of the heating system allows for the use of pumps with low energy consumption. In the ventilation system, plate and rotary heat exchangers are used.

The heat pump is connected in parallel with heat engines to recuperate low-grade heat generated by the equipment of the server room. The recovered heat is used for heating, hot water supply, and ventilation of IBA Fitness Center and IBA Data Center.

Production Waste Management

Thirteen types of production waste are generated by the company. All waste is separated by type in accordance with the waste and hazard class classification systems, effective in the countries of presence.

IBA Group developed *Production Waste Management Guidelines* in coordination with local authorities.

Production waste collection and disposal is carried out by IBA contractors. Waste disposal accounting meets requirements of the Technical Code of Common Practice 17.02-12-2014 (02120), Form POD-10.

IBA Group submits waste disposal statistics annually in line with national and international laws.

Energy Efficiency Indicators for IBA Group Campus Buildings, 2019

	Planned	Actual
Total Fuel Energy Resources (FER), cumulative energy costs, actual (TCE)	639	661
Sales volume per unit of energy consumption, thousand rubles/TCE	183.5	212.6
Increase in the efficiency of fuel and energy use (2019 vs 2018), %		15.6
Consumption of Fuel and Energy Resources per worker, TCE/person	0.37	0.36
Savings in the use of Fuel and Energy Resources per worker (2019 vs 2018), %		3.0

Waste is subject to mandatory collection, accounting, storage, use, transfer for processing, and disposal to specialized enterprises.

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Environmental Protection

Air Protection

IBA Group seeks to reduce emissions of pollutants in the atmosphere, including:

- Vehicle storage
- Operation of diesel-driven generator sets
- Car washing.

To ensure environmentally friendly operation of vehicles, IBA Group concluded contracts with specialized organizations for the replacement of consumables (oils, antifreezes, and brake fluid). During vehicle maintenance, the worn tires are sent for recycling.

Ecological Awareness

The company implements environmental projects, cooperates with stakeholders to address environmental issues, and informs stakeholders about actions taken in the area through different communication channels, including conferences, meetings, and round table discussions.

IBA Group organizes volunteer green initiatives. Employees planted trees in the IBA Group campus. They installed a garden house in the Minsk Children's Hospice. The initiatives are an excellent way to engage employees in environmental projects and thereby raise ecological awareness.

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Employee Support

The IBA Group's personnel management policy meets local and international labor standards, and is in line with the corporate values. To attract and retain talent, IBA Group takes the following efforts.

- **Personnel development**: new employee adaptation, professional training, expansion of competencies, and creation of a pool of candidates for higher roles
- **Staff motivation and loyalty**: competitive wages and performance-based bonuses, various forms of recognition and moral encouragement, and benefit package
- **Personnel's awareness and engagement**.

In 2019, the total number of employees was 2,843. Competition for IT professionals is ever increasing on local and international markets, which results in very high attrition rates in the IT sector. IBA Group is proud to have one of the lowest attrition rates in the industry, both locally and internationally. In 2019, the employee turnover was 9.3 percent.

Employee Age Groups, 2019

- ≤ 35
- 35-50
- 50+

19%
46%
35%
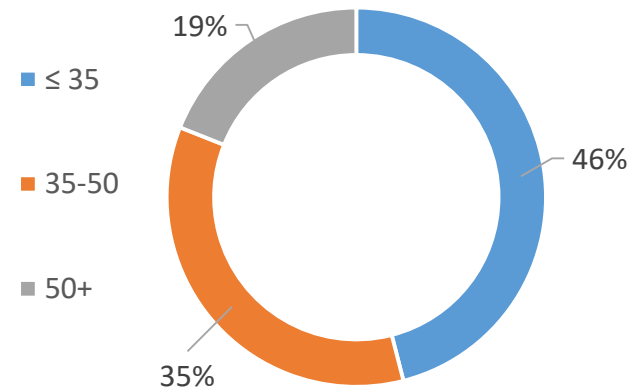
Specialists vs Executives, 2019

15%
85%

- Executives
- Specialists
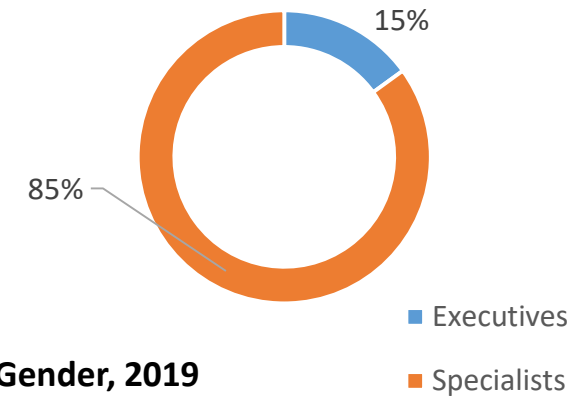
Employees by Gender, 2019

38%
62%

- Women
- Men
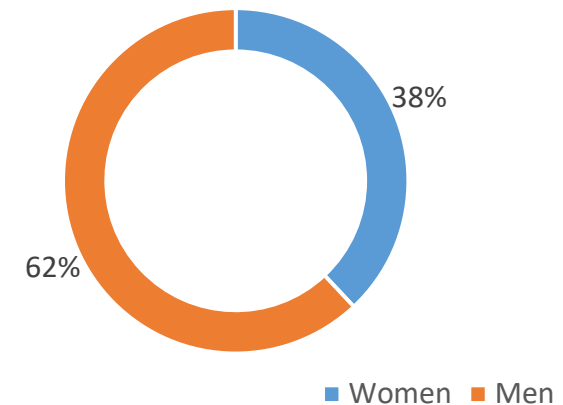
The IBA Group's main asset is talented employees, whose level of competence ensures high quality software and solutions. The company conducts and implements an array of activities and initiatives aimed at attracting, developing, and retaining capable employees.

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Assessment of HR Management

To encourage employees' feedback and improve HR management, IBA Group applies the following techniques.

- Direct access of employees to senior officials
- Training assessment questionnaire in the Training Database
- Staff Proposals Database for complaints and suggestions
- Regular employee surveys and polls.

Measuring Employee Satisfaction

Since 2005, IBA Group has been conducting biennial employee satisfaction surveys using a survey application in the corporate information system. In 2017, the company began measuring employee loyalty. The findings of the latest survey are presented in the following table.

Employee Satisfaction, 2018

	Value
Engagement	81,96 %
Identification	77,63 %
Loyalty	85,37 %
Satisfaction	78,1 %
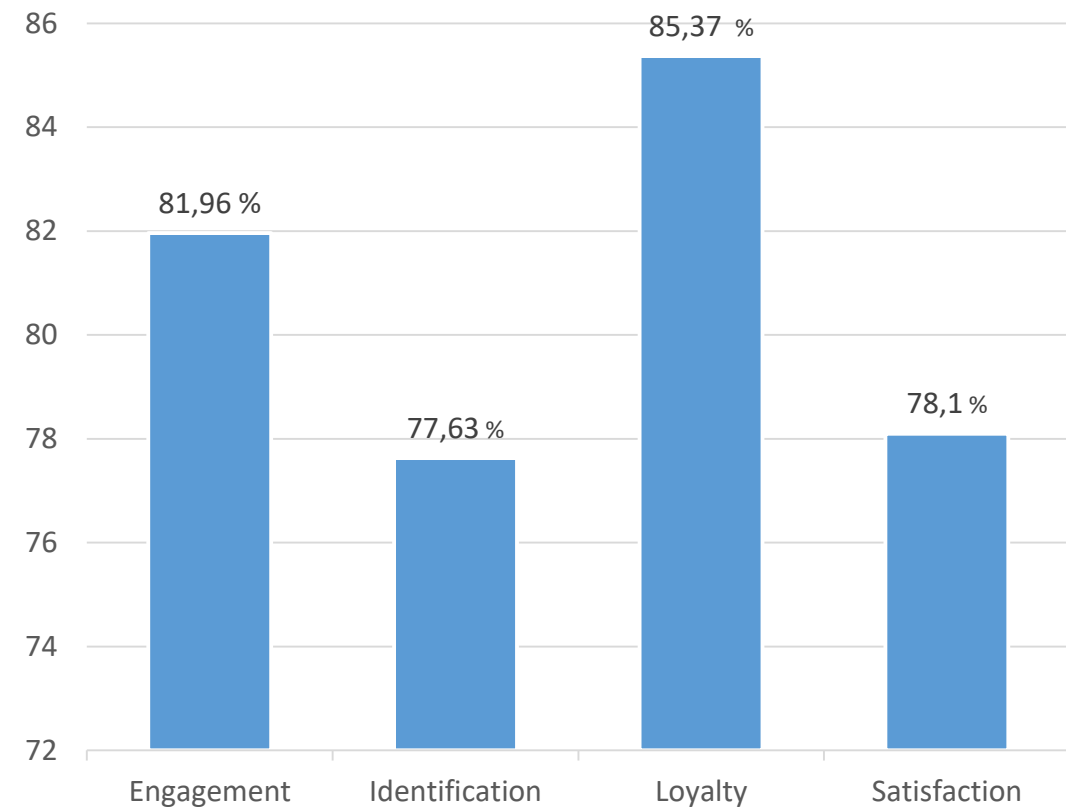
The aggregate satisfaction rate at IBA Group is 80.77%.

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Improving HR Management

Efficient recruitment, assessment, and motivation of employees enable IBA Group to achieve its goals. To this end, the company leverages a variety of programs, techniques, and technologies.

- Candidate pool
- Fund for support of new employees
- Personnel record keeping
- Sponsorship of universities
- Personnel selection and adaptation
- Personnel training
- Internal communications
- Benefit package

The programs are updated annually after a thorough analysis of the previous year's results. IBA Group applies the following solutions and databases.

- Personnel Records
- Training
- Employee Certificates
- Surveys
- Financial Requests
- PMT PRS (IBA project management tool)
- Personnel Proposals
- SQMS
- ISMS
- Talent Constructor (IBA HR management tool)
- IBA portal

Making Responsible Decisions

Employee Support

Personnel Training
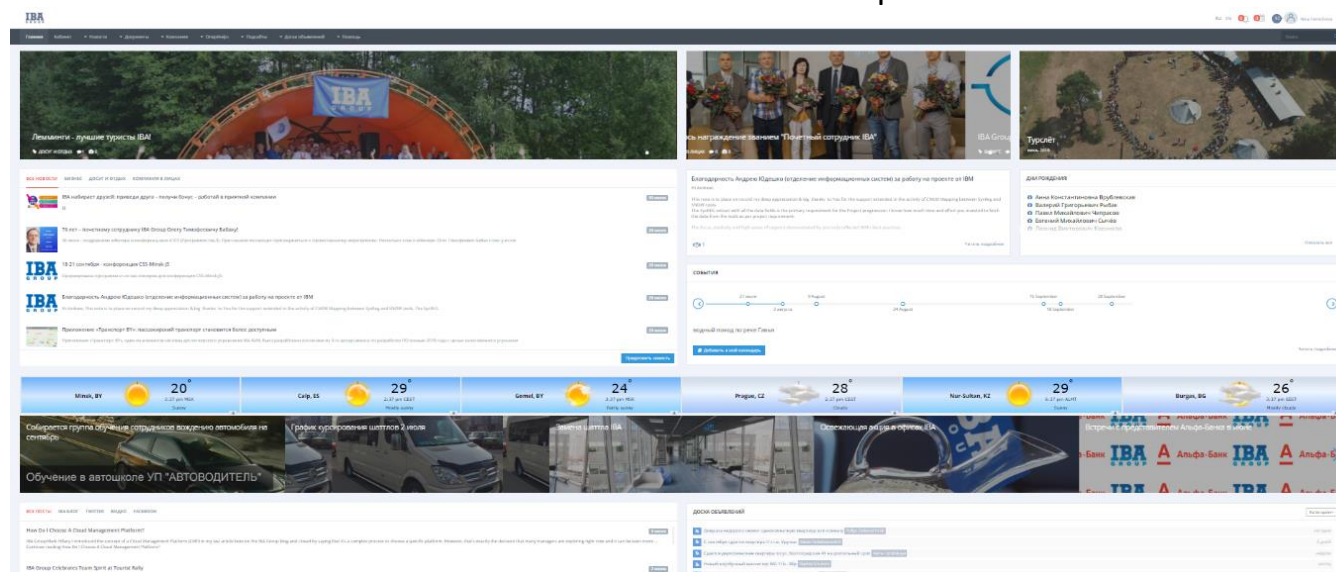
Employee Development and Training

IBA Group implements a consistent employee development policy that includes the following initiatives.

- IT training at training centers of world IT leaders and at the IBA Institute
- Certification of IT specialists
- Foreign language courses: English, French, and German at the IBA Institute;
- Corporate trainings, workshops, and conferences.

Relevant information on qualifications, practical experience, education, and training is systematically accumulated in personal files and employee registration cards in the Personnel Records and Certificates databases.

1. Selection and hiring of personnel
2. Defining training needs
3. Training program development and scheduling
4. Training sessions
5. Assessment of training outcomes

Monitoring activities
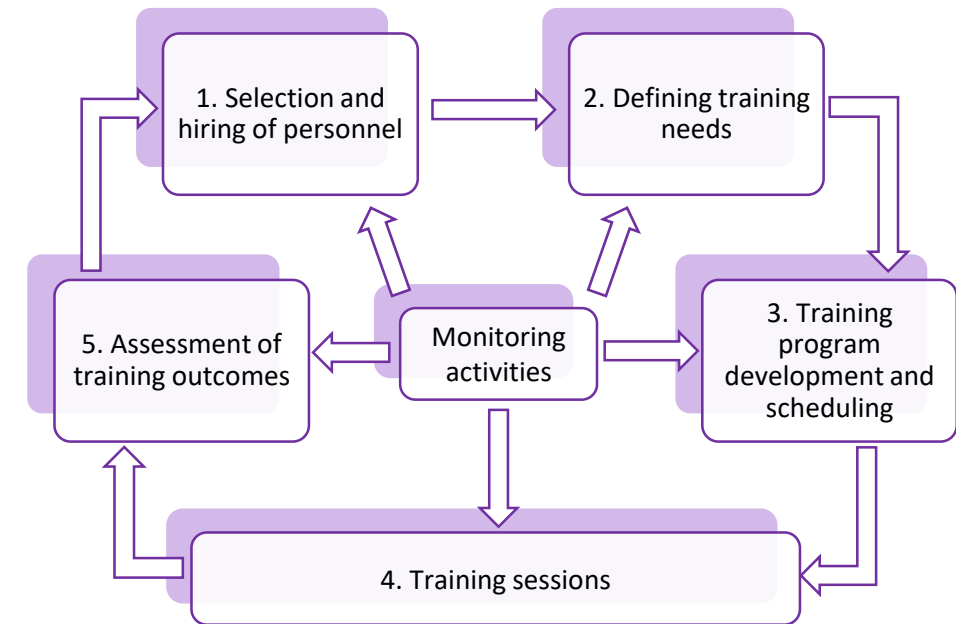
In 2019, 228 employees received honorary diplomas for their exemplary performance and eight employees were awarded Honorary IBA Employee titles.

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IBA Group management appointed an Education Manager to coordinate training and career development programs for the company's personnel. An established procedure is in place for assessment of training courses and events.

Training at Training Centers of World IT Leaders

On average, more than 700 IBA employees receive training annually in more than 30 leading training centers of the CIS and Europe, including the following education providers: IBM Training Center (Moscow, Russia), SAP CIS (Moscow), School of Business and Management of Technology of the Belarusian State University (Minsk, Belarus), the IPM Business School (Minsk), the High Tech Park Educational Center, Carnegie Mellon University, Software Engineering Institute, and IBA Institute.

Number of employees trained in 2019: **1,470**

Number of programs for career development in 2019: **157**

In 2019, the training effectiveness indicator was 85.3% vs planned 85%.
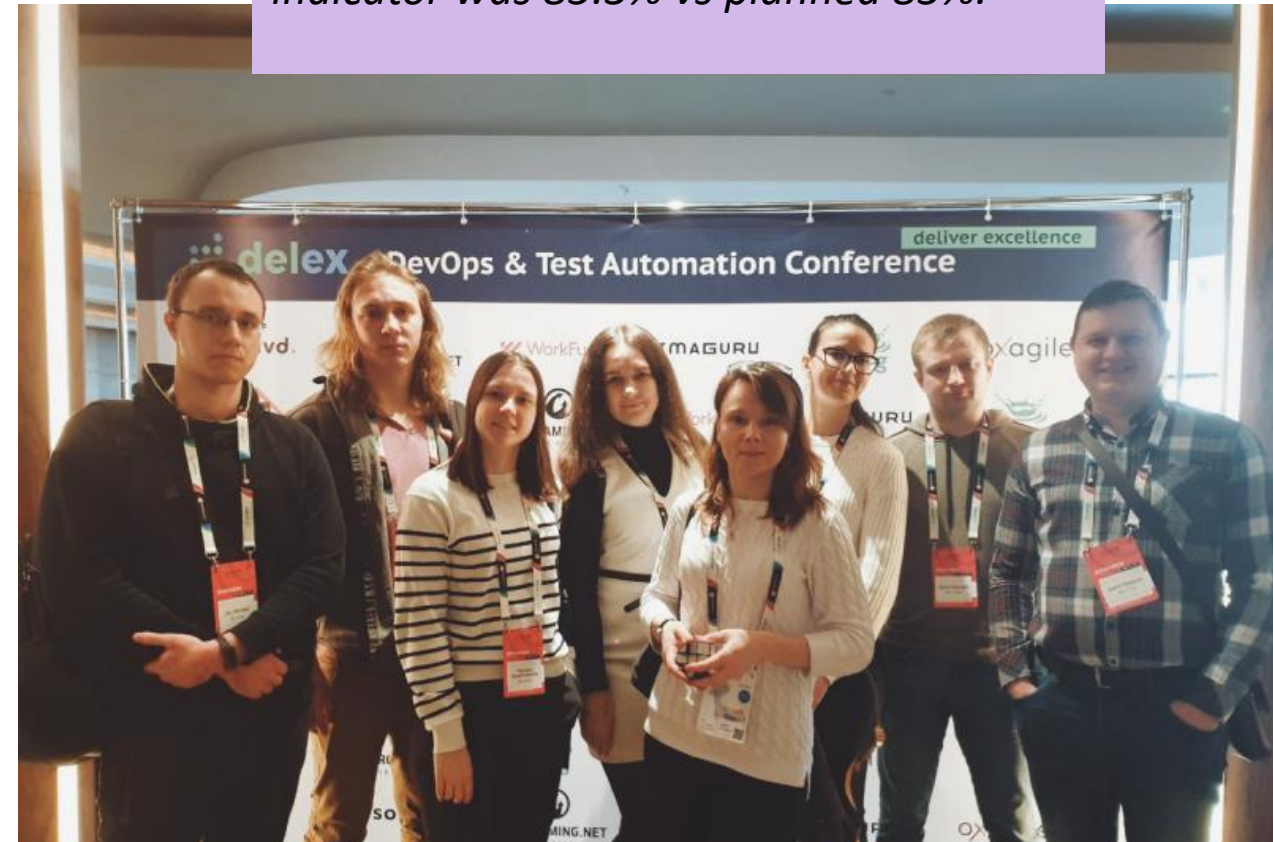
The company organizes regular foreign language courses for employees. In 2019, 374 employees attended foreign language courses.

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Training and Certification, 2019

Type of training	Number of employees trained
2019	1,470
Professional development	1,032
Certification	64
Foreign language courses	374

Staff Training Programs in 2019

Year	Number of training programs
2019	157
Foreign language courses	15
Professional development	142

The IBA Group team consists of leading industry professionals who combine creative ingenuity, strategic business thinking, and technical expertise. We create a unique working environment in which both gray-haired gurus and young professionals in the field of software development, project management, information security, and quality management feel comfortable and at ease.

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Employee Development

The company applies an HR management tool called *Talent Constructor*. Using this solution, each employee can devise an individual development path and follow it under supervision of a project manager or a division director. Talent Constructor is constantly evolving and in 2019, the product family included seven HRM software products.

Talent Constructor resolves HR management tasks and is seamlessly integrated with the HRM system of the company.

HR Strategy

Recruitment & Adaptation

Profiles

Targets & Efficiency

Core

Integrated Assessment

Project Teams

Training & Development

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Employee Support

Search of Talents

Creating and maintaining a team of first class IT and business professionals is one of the company's primary goals. To find qualified professionals, the company uses different methods, from training of young specialists to inviting specialists from other companies. IBA Group maintains a talent pool database that contains approximately 4,000 applicants.

Employing Young Personnel

To improve the quality of education of IT specialists and develop new lines of business, IBA Group provides financial assistance and conducts training courses on advanced IT technologies at the joint IBA – university R&D labs. IBA experts share their practical experience with future IT specialists. Eventually, many of the course attendees join the IBA Group's team. For more details, see *IT Education* in the *Making Responsible Decisions* section of this Report.

Relocation

Given the deficit of qualified specialists in specific IT fields, IBA Group invited a number of qualified professionals from Russia and Israel to work in Belarus. Favorable living and working conditions contributed to the initiative's success.

Referral Recruitment Program

IBA Group applies a referral recruitment program to attract new qualified personnel. IBA employees refer candidates for filling job openings, as the company has an excellent working environment and a positive reputation among the industry's specialists.

Motivation and Social Guarantees

Striving to be a workplace of choice for the best IT professionals, IBA Group creates a comfortable environment for employees' productive work, and professional and personal development. The company conducts research of salary levels in the IT industry and adjusts remunerations at IBA Group accordingly.

IBA Group has a motivation system in a form of motivation models. The system is based on KPIs and is instrumental in the assessment of employee efficiencies. The system has been functioning in a pilot mode since the end of 2019.

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Employee Support

To empower IBA employees and their families, IBA Group offers a package of social and financial benefits. The amount of benefits an employee can receive depends on his or her qualification level. The benefit package has been continuously expanding.

In addition, IBA takes care of its retired employees. They participate in weekend tours or use free memberships for swimming pools and saunas.

The following fundamental principles are at the core of the benefit package.

- *Mutual development.* IBA employees contribute to the company's development and the company takes care of the employees' well-being and social security
- *Shared responsibility*. Both employees and the company contribute to financing social campaigns
- *Accessibility*. Social benefits are granted to employees, regardless of their performance
- *Transparency and openness*. All employees can make proposals with regard to the improvement of the benefit package. Information about the benefit package is published on the IBA information resources

Social events are grouped into the following programs.

- Medical care and recreation
- Financial assistance
- Improvement of living conditions
- Sports and tourism
- Festive events and gifts
- Children programs.

To devise a social strategy and make timely decisions on employees' proposals, IBA organized a Council for Social Policy. Representatives of company management and divisions are members of the Council.

The Council's activities are governed by the Regulations on the Council for Social Policy. In addition to salaries, bonuses, and training courses at leading IT educational centers, IBA Group employees who achieve outstanding results receive awards at special company events.

The IBA-developed application SOCIAL PACKAGE enables employees to reduce the time spent on program selection and filing an application. The company analyzes the accumulated data to assess events' results and improve the benefit package.

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Employee Support

Medical Care

IBA employees can receive medical services and medicines in the company's medical rooms. The IBA first-aid rooms receive 4,217 visits per year.

IBA employees can also receive medical services at healthcare institutions that have contracts with IBA. IBA employees can join the company's medical insurance program.

In 2019, 1196 employees and 284 employee relatives entered into medical insurance contracts. On average, 309 employees per month visited health centers in 2019.

IBA Group organized a fluorography examination (286 employees) and a campaign entitled *Oxygen Cocktails to the Office*. Roughly, 360 employees per year receive therapeutic massage at the company premises.

IBA Group organizes recreation of its employees and their family members. The procedure for provision of vouchers to IBA Group employees and their children, as well as for rehabilitation of children in recreational and sports camps is stipulated in the IBA Regulations on the Procedure for Provision of Sanatorium and Resort Treatment and Rehabilitation to Employees and their Children.
In 2019, more than 100 children received vouchers for sanatoria and children camps.

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Dwelling Program

IBA Group provides interest-free loans to its employees who commission or buy flats or houses. The Provision on Loans to IBA Group Employees stipulates the approval procedure and the size of loans.
The Provision on Waiting List and Distribution of Rented Flats (51 flats) regulates distribution of rented flats.

Financial Assistance

In addition to the social allowances granted by national and local laws, IBA Group provides financial assistance:

- In the event of first marriage
- In the event of childbirth
- On parental leave up to three years
- For recreation of employees' children
- To employees who have children with disabilities
- As seasonal allowances
- To war veterans and Chernobyl disaster fighters
- In the event of retirement
- In the event of death of a close relative of an employee or of a retired employee.

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Sports and Tourism

The company fosters a healthy way of life. IBA Group has its own fitness center located in the company's campus in Minsk. IBA Group employees can practice in the gym or in fitness groups (aerobics, Pilates, yoga, and other) with professional trainers, or play tennis, football, volleyball, or basketball, or dance. In addition, IBA Group employees who work in different countries enjoy discounted or free recreation or fitness center memberships.

IBA employees participate in internal, local, and national competitions in different sports, including mountain skiing, snowboarding, table tennis, basketball, volleyball, billiards, mini golf, swimming, mini soccer, clay target shooting, arching, tennis, karting, darts, kicker, and bowling. First, second, and third place winners are awarded medals, certificates, and gifts. IBA Group organizes tours and retreats. Every year, the company participates in national Half-Marathon races and holds a tourist rally.

CASE STUDY

2019 Tourist Rally

From June 21 to June 23, IBA Group organized a tourist rally in the Minsk Region with more than 1,000 participants. The program included bungee jumping, a rope obstacle course, rock climbing walls, and weight lifting. The strongest could go up against Vyacheslav Khoroneko, the six-time record holder of the English Guinness World Records. The participants could also take a ride at an armored surveillance vehicle, relax in a sauna, compete in a water rowing or kayak relay, immerse themselves in an intellectual quest, and play badminton or darts. A special program was devoted to children. They played with animators, rid catamarans or canoes, and had fun in an inflatable bounce castle. Teams competed in obstacle racing, mud racing, volleyball, badminton, rock climbing, and draniki (potato pancakes) contests. We also added a bike biathlon to the list of competition categories this year. Many retired and ex-IBAers, as well as university students came to the rally to feel themselves a part of the IBA Group's family.

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Employee Support

Children Program

IBA Group organizes festive and training events for children of IBA employees and of the organizations the company supports. In 2019, the events included the following.

- Attendance of circus performances by IBA families (1,595 tickets)
- New Year presents (nearly 1,210)
- *ITlandia* courses for schoolchildren (75 kids) and courses at the children's development center *Perspective* (57 kids)
- IBA Kids Park 2019 to celebrate Knowledge Day with 1,948 people in attendance, including 805 kids
- Workshops for children with the International Academy of Creative Technologies *IT Princess*. In 2019, IBA Group conducted a course entitled *Developer of the Future* using the world café model. The participants were more than 30 children aged 12-15.

Holidays and Gifts

For long-term conscientious work and a significant personal contribution to the company's development, in case of retirement, and on International Women's Day, employees receive gifts or the company organizes special events for them.

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Labor and Health Protection

IBA Group applies a systematic approach to labor and health protection. The company fully observes national laws on labor protection and industry security, and complies with relevant international standards.

IBA Group employees receive emails that contain information about prevention of accidents and the algorithm of actions, if the accidents occur. To increase occupational safety and prevent injuries, IBA Group performs the following actions.

- Purchase of medical kits
- Purchase of detergents and personal care products
- Laboratory and instrumental examination of harmful environmental factors at workplaces
- Blocking of leakage of tobacco smoke from smoking rooms
- Monitoring of load bearing structures of office buildings
- Maintaining first-aid rooms in major offices.

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IT Education

IBA Group closely cooperates with higher educational institutions of Belarus, the Czech Republic, and Bulgaria, contributing to training of university students.
 The IBA Group's university support programs include the following.

- Training courses for students and teachers
- Technical and financial assistance
- Joint R&D labs.

Courses for University Students

IBA Group conducted free courses for students and teachers of BSU, BSUIR, the Belarusian State Technological University (BSTU), the BSUIR Institute of Information Technologies (BSUIR IIT), and Belarusian National Technical University (BNTU). The teachers were IBA experts, including software developers, testing engineers, business analysts, and team leaders. IBA uses the method 'from theory to practice', where students work on real IBA projects and use IBA technical resources, including the IBA Data Center. More than 30 IBA Group employees are involved as part-time teachers.

Course graduates can start their career at IBA Group. In 2019, 190 students completed 13 courses of 1,390 academic hours, 690 students attended more than 30 workshops of 1,700 academic hours, and 344 students had internships at IBA Group.

IBA Group partners with the Belarusian State University (BSU) and the Belarusian State University of Informatics and Radioelectronics (BSUIR) in Minsk, with the Gomel State University and the Gomel State Technical University in Gomel, with the Masaryk University in the Czech Republic, and the Burgas Free University in Bulgaria.

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IT Education

Course Name	Number of students
SAP Technologies for Digital Transformation, spring	22
SAP Technologies for Digital Transformation, fall	20
Java and Web Development	18
Applied Multiplatform Programming, spring	17
Applied Multiplatform Programming, fall	14
System Multiplatform Programming, spring	17
System Multiplatform Programming, fall	10
Software Testing	12
Data Science Lab	14
Design and Development of DWH and Big Data Analytic Systems	14
Fundamentals of Business Analytics Using SAP Cognos	12
RPA Using UiPath	10
System programming using C++	10
Total	190

Based on course results, IBA Group employed 45 students and graduates. In aggregate, IBA Group recruited 111 university graduates and students in 2019.

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IBA Group organizes tours of its campus in Belarus High Tech Park and other offices for university students.

On May 13, 2019, IBA Group hosted a meeting with third-year students of the Faculty of Mechanics and Mathematics of BSU within the project *Journey Across Technologies with IBA Group*.

The company's employees presented career opportunities and social benefits offered by IBA Group. In addition, students of the faculties of Mechanics and Mathematics and of Applied Mathematics and Informatics of BSU, and of the Faculty of Information Technologies and Management of BSUIR visited the IBA Group campus.

IBA Group supports students' traditions. For the students who work in Belarusian software development centers, the company organizes annual events devoted to Student Day.

In 2019, students of BSU and BSUIR visited the IBA Group's campus in Belarus' High Tech Park.

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IT Education

Hackathons

IBA Group assisted in the organization of the hackathons *Mind Games 3* (30 participants, 8 teams) and *Mind Games 4. Digital Universe* (62 students, 11 teams).

Students of BSU, the International Sakharov Environmental Institute, and BNTU participated. IBA experts conducted master classes, worked as jury members, and advised and supported the competing teams.

Afterwards, the company assisted the Hackathon winners in preparation for the international contest *IT Planet.* Their projects were selected as winners among 20,000 participants from 920 higher educational institutions representing 11 countries.

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IT Contests

IBA Group provided financial and technical support to the BSU team that competed in the finals of the IT championship for students and graduates *IT Planet 2018/19* held from October 3 to October 7 in Moscow, Russia. The team was the best among 25 Belarusian teams that participated in the contest.

IBA Group provided financial and technical support to the BSUIR student teams that participated in the semi-finals of the North Eurasia region (Russia, Azerbaijan, Armenia, Belarus, Georgia, Kazakhstan, Kirgizia, Latvia, Lithuania, and Uzbekistan) at ACM ICPC 2018-2019.

IBA Group provided support to the ninth BSUIR open championship in sport programming. Forty-four student teams from Belarus, Russia, Ukraine, and Serbia competed. As a feedback, IBA received a letter from Vadim Bogush, BSUIR Chancellor, who expressed appreciation of the IBA Group's contribution to the education of young people in Belarus.

In addition, IBA Group contributed to the organization of WEBPROG-2019, a championship in computer science and web programming, and the National Olympiad on Management.

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IT Education

Support of Regional Universities

IBA Institute signed cooperation agreements with the Polessky State University and Vitebsk State University to train teachers who can later conduct training and certification of students. Two teachers received CISCO Academy (CSAI) certificates and one teacher a Microsoft (MCT) certificate. As a result, the teachers are authorized to provide certified courses to students of these universities.

R&D Labs

IBA Group maintains R&D Labs at the following universities.
1) International Sakharov Environmental Institute of BSU
2) Faculty of Information Technologies and Management of BSUIR
3) Faculty of Computer System and Networks of BSUIR
4) BSU

On May 20, IBA Group and SAP CIS held an official opening of the innovative SAP Next-Gen Lab at the International Sakharov Environmental Institute.

In 2019, IBA Group renovated premises and equipped labs with computers and peripherals, air conditioners, visual aids, and furniture to create environment conducive to R&D, as well as purchased drones and 3D printers.

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Charity and Inclusivity

Guided by the IBA CSR Program, the company supports educational institutions, museums, and other non-governmental organizations. In 2019, the company provided financial support to the following organizations.

- Inclusive Family Theater for Children with Autism
- Belarusian Children's Hospice
- High school in Tolochinsky Rayon of Vitebsk Region
- Minsk Grammar School #75
- Center *Evrika* for Continuing Education of Children and Youth
- Autistic Children Help Center
- Belarusian Red Cross Society
- Departments of education at local governing bodies.

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Charity and Inclusivity

IBA Group maintained the *Auto Volunteers* application for the Belarusian Children's Hospice. The Hospice uses the application to organize transportation of children with disabilities by volunteers in their cars. The company proceeded with support of the Belarusian Children's Hospice through equipping the summer recreation camp *Aist* with computers and other devices.

IBA Group provides financial support to the Inclusive Family Theater for children with autism, covering premises rent, public utilities, scenery, costumes, and technical devices. In 2019, the theater conducted the following performances: *Once Upon a Time in a Big City* and *Eight Senses*.

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In 2019, IBA Group began cooperating with the UNCHR in Belarus through donation of computers to the Center for Continuing Education of Children and Youth *Evrika* attended by refugees' children.

IBA Group provided financial support to the Red Cross society for the project *Patronage Service in the Regions* and supported World War 2 veterans.

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Appendices

Appendix 1. About this Report

The IBA Group 2019 Corporate Social Responsibility Report (Report) contains information about the company's results for 2019 and plans for further development. In addition, the Report shows innovative approaches and practices the company applies in its operations.

This document serves as an instrument for the company's communication with a wide range of stakeholders, including employees, customers, partners, government authorities, communities, and mass media. The Report provides integral and comprehensive information about the IBA Group's activities related to sustainable development.

CSR and sustainability reporting gives a number of benefits to IBA Group. The company is able to:
- Identify the stance of stakeholders to IBA activities
- Confirm that the company takes into account the perceptions of stakeholders and builds trust in the company
- Foster improvement of internal and external processes
- Build and maintain a sustainable reputation
- Increase competitiveness.

The Report complies with the following standards.
- Global Reporting Initiative (GRI SRS, Core)
- 17 UN Sustainable Development Goals (SDG)
- Ten Principles of the United Nations Global Compact
- International standards for stakeholder engagement
- AA1000 by the Institute of Social and Ethical Accountability

IBA Group seeks to integrate the UN SDG in the company's strategy.

Report Structure

The Report provides information about the IBA Group's approaches to governance, and operations and plans in economic, environmental, and CSR areas.

The Report includes an overview of the company's activities in the following areas.
- Corporate governance
- Business ethics
- Stakeholder engagement
- HR management
- Environment protection.

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Appendix 1. About this Report

Boundaries

The Report contains a number of forecasts and predictions with regard to the company's future, plans, and expected results. These statements reflect the IBA Group's expectations and intentions. However, they are associated with inherent risks and uncertainty, as their further implementation depends on a large number of various factors, many of which are beyond the company's control, including global economic and political conditions, and changes in tax, environmental or other laws. Therefore, the actual results may differ directly or indirectly from those stated in the Report.

Reporting Principles

Principles for Defining Report Content

The Report was prepared in accordance with the Core option of the GRI Sustainability Reporting Standards. **Appendix 4** provides a GRI content index.

Essential Aspects

IBA Group identified the aspects that are most essential for the company and its stakeholders, and can influence the decisions about the company's future. We aimed to make the Report useful and concise.

When preparing the document, IBA updated the list of essential aspects and a number of aspects that are not essential for the stakeholders were not disclosed in detail. We also look forward to receiving proposals on how to improve the Report. To this end, we attached a feedback form.

Principles for Defining Report Quality

The Report quality is guaranteed through the use of the following GRI principles.

• Balance

• Comparability

• Accuracy

• Clarity

• Reliability

• Timeliness.

Internal Procedures for Defining Report Quality and Reliability

IBA Group is in the process of building a corporate reporting system. Company divisions responsible for provision of information about each of the priority areas of sustainable development examined the quality and reliability of the texts and numbers. Therefore, the information disclosed in the Report is accurate.

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Appendix 2. Key Awards and Achievements of IBA Group in 2019

In 2019, IBA Group for the seventh consecutive year was included in the Leader category of The Global Outsourcing 100 (For more information, see *Sustainability Management* in **Section 2. Developing a Sustainable Business)**. This year, IAOP summed up the results of the rating for the past decade and compiled the *Best of The Global Outsourcing 100*, the list of the best outsourcing providers for the entire decade of the rating. IAOP recognized IBA Group in the categories *Top Leaders, Customer References, Top Innovation, Top CSR*, and *Multiple Appearances.*

IBA Group was selected a winner of *European IT & Software Excellence Awards 2019* in the category *Big Data, IoT or Analytics Solution of the Year.* It was the seventh IBA Group's award in this contest organized by *IT Europa* since the contest's inception. The award-winning Profitability Management Solution was one of the first implementations of SAP *Profitability and Performance Management 3.0* in the world.

IBM appointed IBA Group as an IBM Platinum Business Partner. SAP appointed IBA as its Gold Services Business Partner and recognized IBA's expertise in SAP Travel and Transportation, SAP Utilities, SAP Oil & Gas, and SAP HANA. Siemens appointed IBA as a Silver Partner for MindSphere, a cloud-based IoT operating system.

As an authorized Visa solution provider, IBA Group launched Tap to Phone solutions in Ukraine and Belarus. The Tap to Phone technology is an evolution of the mobile acquiring technology, enabling a smartphone to work as a point of sales (POS).

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Appendix 3. Terms and Abbreviations

AA1000 is a standard for assessing and strengthening the credibility and quality of an organization's social, economic, and environmental reporting. It is primarily intended for use by external auditing bodies that assure organization's reports or social accounts (Assurance Providers) but can also be used to guide any organization when building its accountability processes, systems and abilities. Unlike other similar standards, AA1000 seeks to instill a culture of continuous development through stakeholder responsiveness.

B2B (business-to-business) is a situation where one business makes a commercial transaction with another. (https://en.wikipedia.org/wiki/Business-to-business)

Big Data is a field that treats ways to analyze, systematically extract information from, or otherwise deal with data sets that are too large or complex to be dealt with by traditional data processing application software. (https://en.wikipedia.org/wiki/Big_data)

Cloud technologies or cloud computing is a general term for anything that involves delivering hosted services over the internet. These services are broadly divided into three categories: Infrastructure-as-a-Service (IaaS), Platform-as-a-Service (PaaS) and Software-as-a-Service (SaaS). The name cloud computing was inspired by the cloud symbol that's often used to represent the internet in flowcharts and diagrams (https://searchcloudcomputing.techtarget.com/definition/cloud-computing)

CMMI (Capability Maturity Model Integration) is a process level improvement training and appraisal program. Administered by the CMMI Institute, a subsidiary of ISACA, it was developed at Carnegie Mellon University (CMU).
(https://en.wikipedia.org/wiki/Capability_Maturity_Model_Integration)

Corporate Social Responsibility (CSR), also called corporate sustainability, sustainable business, corporate conscience, corporate citizenship, conscious capitalism, or responsible business) is a type of international private business self-regulation
(https://en.wikipedia.org/wiki/Corporate_social_responsibility)

G2B (government-to-business) is a suite of software and hardware tools for online communication of government bodies and businesses designed to support and develop business, including websites of government authorities and e-procurement portals.

G2C (government-to-citizen or government-to-consumer) is a situation when a government agency communicates with the general public (https://acronyms.thefreedictionary.com/G2C)

High Tech Park (HTP) is a tax and legal regime in Belarus, contributing to the favorable development of IT business. It is a Belarusian analog of Silicon Valley in the US. The companies registered in HTP can enjoy tax benefits, regardless of the location of their Belarusian office.

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Internet of Things (IoT) is the extension of internet connectivity into physical devices and everyday objects. Embedded with electronics, internet connectivity, and other forms of hardware (such as sensors), these devices can communicate and interact with others over the internet, and they can be remotely monitored and controlled. (https://en.wikipedia.org/wiki/Internet_of_things)

ISO 9001 is the international standard for a quality management system (QMS). The standard is used by organizations to demonstrate their ability to consistently provide products and services that meet customer and regulatory requirements and to demonstrate continuous improvement (https://the9000store.com/what-are-iso-9000-standards/what-is-iso-9001/)

Outsourcing is an agreement in which one company hires another company to be responsible for a planned or existing activity that is or could be done internally and sometimes involves transferring employees and assets from one firm to another. (https://en.wikipedia.org/wiki/Outsourcing)

PDCA (plan–do–check–act or plan–do–check–adjust) is an iterative four-step management method used in business for the control and continuous improvement of processes and products. (https://en.wikipedia.org/wiki/PDCA).

Robotic Process Automation (RPA) is a business process automation technology based on the notion of metaphorical software robots or artificial intelligence (AI) workers (https://en.wikipedia.org/wiki/Robotic_process_automation)

Sustainable development is the organizing principle for meeting human development goals while simultaneously sustaining the ability of natural systems to provide the natural resources and ecosystem services upon which the economy and society depend. The desired result is a state of society where living conditions and resources are used to continue to meet human needs without undermining the integrity and stability of the natural system. (https://en.wikipedia.org/wiki/Sustainable_development)

Sustainable development goals (SDGs) are a collection of 17 global goals set by the United Nations General Assembly in 2015 for the year 2030. The SDGs are part of Resolution 70/1 of the United Nations General Assembly, the 2030 Agenda. (https://en.wikipedia.org/wiki/Sustainable_Development_Goals)

The UN Global Compact is the world's largest corporate sustainability (a.k.a. corporate social responsibility) initiative with 13,000 corporate participants and other stakeholders over 170 countries with two objectives: Mainstream the ten principles in business activities around the world and Catalyze actions in support of broader UN goals, such as the Millennium Development Goals and Sustainable Development Goals (https://en.wikipedia.org/wiki/United_Nations_Global_Compact)

Tons of coal equivalent (TCE) is a unit of fuel, equal in its energy value to a ton of coal.

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Appendix 4. GRI Standards Content Index

GRI Indicators	Business Theme	Report Section	SDG
GRI 102: General Disclosures			
Organizational Profile			
GRI 102-1	Name of the organization	Managing the Organization	
GRI 102-2	Activities, brands, products, and services	Managing the Organization	
GRI 102-3	Location of headquarters	Managing the Organization	
GRI 102-4	Location of operations	Managing the Organization	
GRI 102-5	Ownership and legal form	Managing the Organization. Appendices	
GRI 102-6	Markets served	Managing the Organization	
GRI 102-7	Scale of the organization	Managing the Organization	
GRI 102-10	Significant changes to the organization and its supply chain	No significant changes	
GRI 102-12	External initiatives	Developing Sustainable Business	
GRI 102-13	Membership of associations	Developing Sustainable Business	

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GRI 102: General Disclosures			
Strategy			
GRI 102-14	Statement from senior decision-maker	Message from the IBA Group Chairman	
Ethics and Conscientiousness			
GRI 102-16	Values, principles, standards, and norms of behavior	Managing the Organization	16. Peace, Justice, and Strong Institutions
Corporate Governance			
GRI 102-18	Governance structure	Managing the Organization	
GRI 102-22	Composition of the highest governance body and its committees	Managing the Organization	5. Gender Equality 16. Peace, Justice, and Strong Institutions
Stakeholder Engagement			
GRI 102-40	List of stakeholder groups	Developing Sustainable Business. Appendices	
GRI 102-43	Identifying and selecting stakeholders	Developing Sustainable Business	

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GRI 102: General Disclosures			
Reporting Procedure			
GRI 102-45	Entities included in the consolidated financial statements	Managing the Organization. Appendices	
GRI 102-46	Defining report content and topic boundaries	Appendices	
GRI 102-52	Reporting cycle	Appendices	
GRI 102-53	Contact point for questions regarding the report	Appendices	
GRI 102-54	Claims of reporting in accordance with the GRI Standards	Appendices	
GRI 102-55	GRI content index	Appendices	
GRI 302: Energy			
GRI 103-1	External assurance	Making Responsible Decisions	
GRI 103-2	Management Approach	Making Responsible Decisions	

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GRI 302: Energy			
GRI 302-1	Energy consumption within the organization	Making Responsible Decisions	12. Responsible Production and Consumption
GRI 302-4	Reduction of energy consumption	Making Responsible Decisions	8. Decent Work and Economic Growth 12. Responsible Production and Consumption
GRI 307: Environmental Compliance			
GRI 307-1	Non-compliance with environmental laws and regulations	No monetary fines or non-monetary sanctions imposed on the company	16. Peace, Justice, and Strong Institutions
GRI 400: Social			
GRI 401: Employment			
GRI 401-2	Benefits provided to full-time employees and not provided to temporary or part-time employees	Making Responsible Decisions	8. Decent Work and Economic Growth
GRI 403: Occupational Health and Safety			
GRI 403-6	Promotion of worker health	Making Responsible Decisions	3. Good Health and Well-Being 8. Decent Work and Economic Growth

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GRI Indicators	Business Theme	Report Section	SDG
GRI 400: Social			
GRI 404: Training and Education			
GRI 103-1	Explanation of the material topic and its Boundary	Making Responsible Decisions	
GRI 103-2	The management approach and its components	Making Responsible Decisions	
GRI 404-1	Average hours of training per year per employee	Making Responsible Decisions	4. Quality Education 5. Gender Equality 8. Decent Work and Economic Growth
GRI 404-2 5	Programs for upgrading employee skills and transition assistance programs	Making Responsible Decisions	8. Decent Work and Economic Growth
GRI 405: Diversity and Equal Opportunity			
GRI 405-1	Diversity of governance bodies and employees	Making Responsible Decisions	5. Gender Equality 8. Decent Work and Economic Growth

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GRI 400: Social			
GRI 406: Non-Discrimination			
GRI 406-1	Incidents of discrimination and corrective actions taken	No cases of discrimination	5. Gender Equality 8. Decent Work and Economic Growth 16. Peace, Justice, and Strong Institutions
GRI 408: Child Labor			
GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	No cases. Prohibited by law	8. Decent Work and Economic Growth 16. Peace, Justice, and Strong Institutions

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GRI Indicators	Business Theme	Report Section	SDG
GRI 400: Social			
GRI 409: Forced or Compulsory Labor			
GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	No cases. Prohibited by law	8. Decent Work and Economic Growth
GRI 411: Rights of Indigenous Peoples			
GRI 411-1	Incidents of violations involving rights of indigenous peoples	N/A	

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GRI Indicators	Business Theme	Report Section	SDG
GRI 400: Social			
GRI 412: Human Rights			
GRI 103-1	Explanation of the material topic and its Boundary	Managing the Organization	
GRI 103-2	The management approach and its components	Managing the Organization	
GRI 413: Local Communities			
GRI 103-2	The management approach and its components	Making Responsible Decisions	

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Appendix 5. Feedback Form

Dear reader,

You have just read the IBA Group 2019 Corporate Social Responsibility Report. We strive for the most transparent and honest dialogue with all interested parties and will be grateful, if you can help improve the quality of company reporting by answering a few simple questions.

You can access our feedback form by clicking the button below. Thank you!

CLICK HERE

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