

# SUSTAINABILITY REPORT 2015



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# Letter from the CEO

Let me start by describing how the industry needs are evolving. Today, consumers have in their hands more technology than ever. As a consequence they are disrupting the game of how brands should connect with them: they expect a new kind of content from companies, they want a deep and unique, technology-driven experience that is simple, seamless, context-aware, and smart enough to anticipate and surprise them, all while fostering a lasting emotional connection.

To address this change, companies need to provide these experiences in a digital way.

In Globant we have understood that by dreaming and creating these digital journeys for the end user we can solve our customer's challenges and at the same time, we can improve the life quality of millions of people, thus taking our mission to the next level and getting closer to our goal, which is to be the best company in the world at creating digital journeys for millions of users.

2015 was a great year for us. We achieved a 34% growth in terms of turnover (\$ 253.8 million), increased our presence globally (more than 2,000 new Globers joined the company) and reduced by 24% our carbon footprint per person.

In addition:

- We expanded our global presence with the acquisition of Clarice Technologies Company, and thus landed in Asia.
- We introduced the new range of Services over Platforms (SoP) and generated the Studio of Cognitive Computing.
- We created Stay Relevant and Discover areas, in order to help our clients to imagine the ideal Digital Journey before building it in our studios.
- We trained more than 2,000 people in the latest technologies, internal and external to Globant,.
- We strengthened corporate governance through the relaunch of the Code of Ethics, the creation of a form for anonymous complaint, the updating of the anti-corruption policy and the confirmation of the adherence to the ten principles of the United Nations Global Compact.

We know that reaching the goal requires a lot of effort, but we think we are on the right track. I hope this report illustrates this and becomes part of the dialogue with all our stakeholders.

**Martín Migoya**

Co-Founder, Chairman & CEO

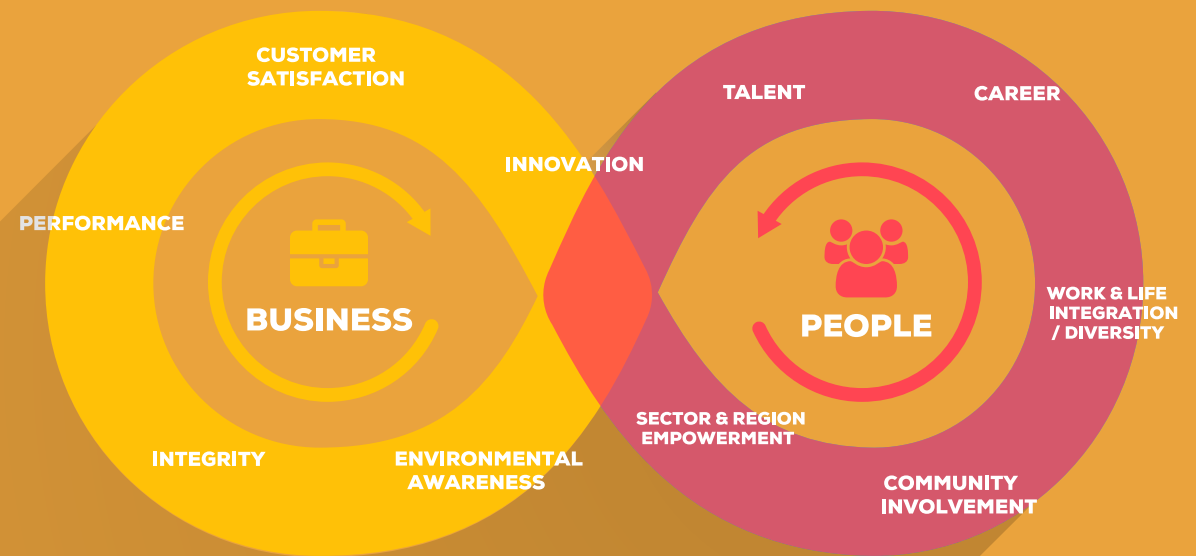
# About the report

In this new Sustainability Report, we seek to raise greater awareness of what we do at Globant. The new business approach puts the emphasis on the person and how to simplify their interactions with brands through “seamless” digital journeys, i.e. intuitive, intelligent and comprehensive ones.

In turn, the Sustainability Council in 2015 worked on the development of a strategic three-year plan that proposed a long-term vision for each of the issues related to Globant’s sustainability framework. This strategic plan is fully in line with the new direction taken by the company and is in the process of discussion with the Top Management.

It should be noted that the sustainability framework was updated on the basis of dialogue with our stakeholders. In 2015, a study was conducted to understand the applicability of each of the issues for the industry globally, which led to rethink the priorities and relevant aspects of each one.

**Globant’s Sustainability Council**



# Milestones

2015

**May:** Acquisition of Clarice Technologies in Asia

**August:** New Studio of Cognitive Computing

**October:** Launch of Services over Platforms (SoP)

**November:** Launch of new website highlighting the digital journey creation process, with Stay Relevant, Discover and Build

2014

**July:** First Latin American software development company that makes the IPO at the NYSE

**September:** New offices in Mar del Plata

**October:** We opened offices in Peru

**December:** We acquired 100% of Huddle Company

**253.8MM**

Revenue

**344**

Client

**5041**

Globers

**25**

Cities

**11**

Countries



***“We dream and build digital journeys that matter to millions of users”***

## Globant Manifesto



ACT  
ETHICALLY



THINK BIG



CONSTANTLY  
INNOVATE



AIM FOR  
EXCELLENCE



BE A TEAM  
PLAYER



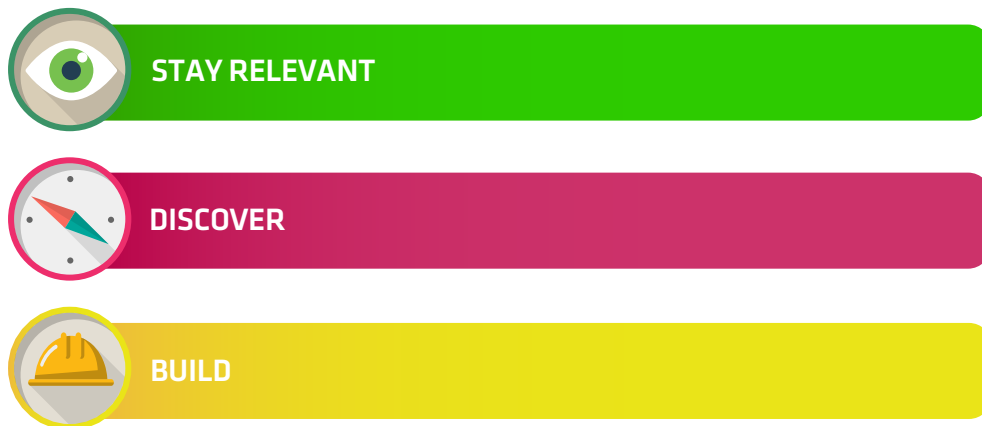
HAVE FUN

# Digital Journeys

At Globant, we dream and build digital journeys that matter to millions of users.

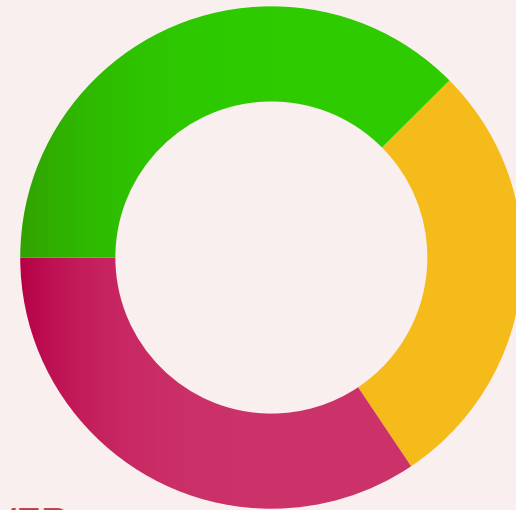
These types of digital journeys exceed the creation of a website, an app or even a unified omnichannel experience. It involves the creation of a deeper relationship with the users by delivering memorable experiences that are personalized, time sensitive, and context and location awareness by using Big Data and Fast Data.

Digital journeys are created within our Build pillar, which involves our teams in the Studios, among others. To support their work, we complement the ecosystem with two complementary pillars: Discover and Stay Relevant.



## STAY RELEVANT

Our experts help companies to stay relevant in their industries by creating and publishing reports, organizing conferences and similar initiatives.



## DISCOVER

We rely on Design Thinking methodology based on the user to understand the life cycle of products and services, and thus define the most valuable opportunities.

## BUILD

Once the digital journey is defined, we turn it into reality leveraging on three pillars: Our 12 Studios, Agile Pods methodology, and the Services over Platforms model.



## 1. STAY RELEVANT

We help our customers detect trends that are emerging in various industries, actions that competitors are doing and approaches needed to improve their organizations.

We seek to provide information and initiatives to analyze and understand the context, competitors and consumer behavior, which are necessary pillars to build the ideal journey for our users. The work of our team offers insights into innovation, design, technology, and the way these concepts can help transform the organization.

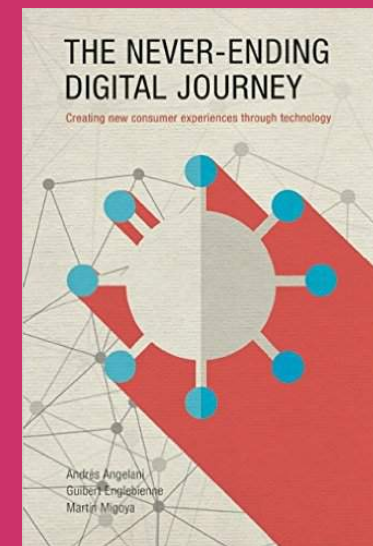
In 2015, a series of actions, which impacted positively on our clients update, were developed:

**CON.VERGE:** Globant and California College of the Arts (CCA) co-created CON.VERGE, the first “unconference” for business executives, opinion leaders, scholars, actors, geeks and students, where design, technology and innovation merged to create digital experiences. CON.VERGE generated an interactive and collaborative space in order to trigger new ways of thinking companies and to challenge predetermined concepts. [More info.](#)

**SENTINEL REPORT:** The main objective of the “Sentinel Report” is to provide evidence on consumer behavior and analyze new market trends to trigger our strategic thinking. During 2015, four reports that reached thousands of people were generated. To learn more about the Sentinel Report, [Enter here.](#)

### THE NEVER-ENDING DIGITAL JOURNEY

Globant's first book on how brands should manage to generate emotional connections with consumers is a comprehensive guide for the development of digital journeys that enrich the relationship between companies and users. [More info.](#)







## 2. DISCOVER

We envision strategic digital journeys to optimize the interactions with end audiences in a sustainable way. Based on consumer behavior and technologies and once the organization understands the paradigm shift, we work through a collaborative framework to create the appropriate digital journey.

Our team dives into our customers' companies, analyzing the industry, challenges, stakeholders, and goals in order to understand the business and define the perfect digital journey.

We aim for a quick impact review in the market. We provide intimate integration with build to prove the strategy in an agile way generating a continuous delivery.

The focus is on the following:

**IMAGINE:** Vision and future scenery based on behavior, business and technology.

**ENVISION:** identify the business variables that drive digital journeys.

**DEFINE:** what is missing in the organization (product definition, process, services, actors, etc) to achieve the vision.

**TRANSFORMATION:** sequence of actions and results to materialize the vision.







### 3. BUILD

Once the digital journey is defined, we develop and build the experience by leveraging three key pillars: Studios, Agile Pods Model and Services over Platforms. (SoP).

**STUDIOS:** Our studios are pockets of expertise that deliver tailored solutions focused on specific technology challenges. Our studio model is an effective way of organizing the company into smaller operating units, fostering creativity and innovation while allowing us to build, enhance and consolidate expertise around a variety of emerging technologies.

Each of the 12 studios have specific domain of knowledge. This method of delivery is the foundation of our service offerings and our success.

Our Studio model allows us to optimize our expertise in emerging technologies and related market trends for our clients across a variety of industries.



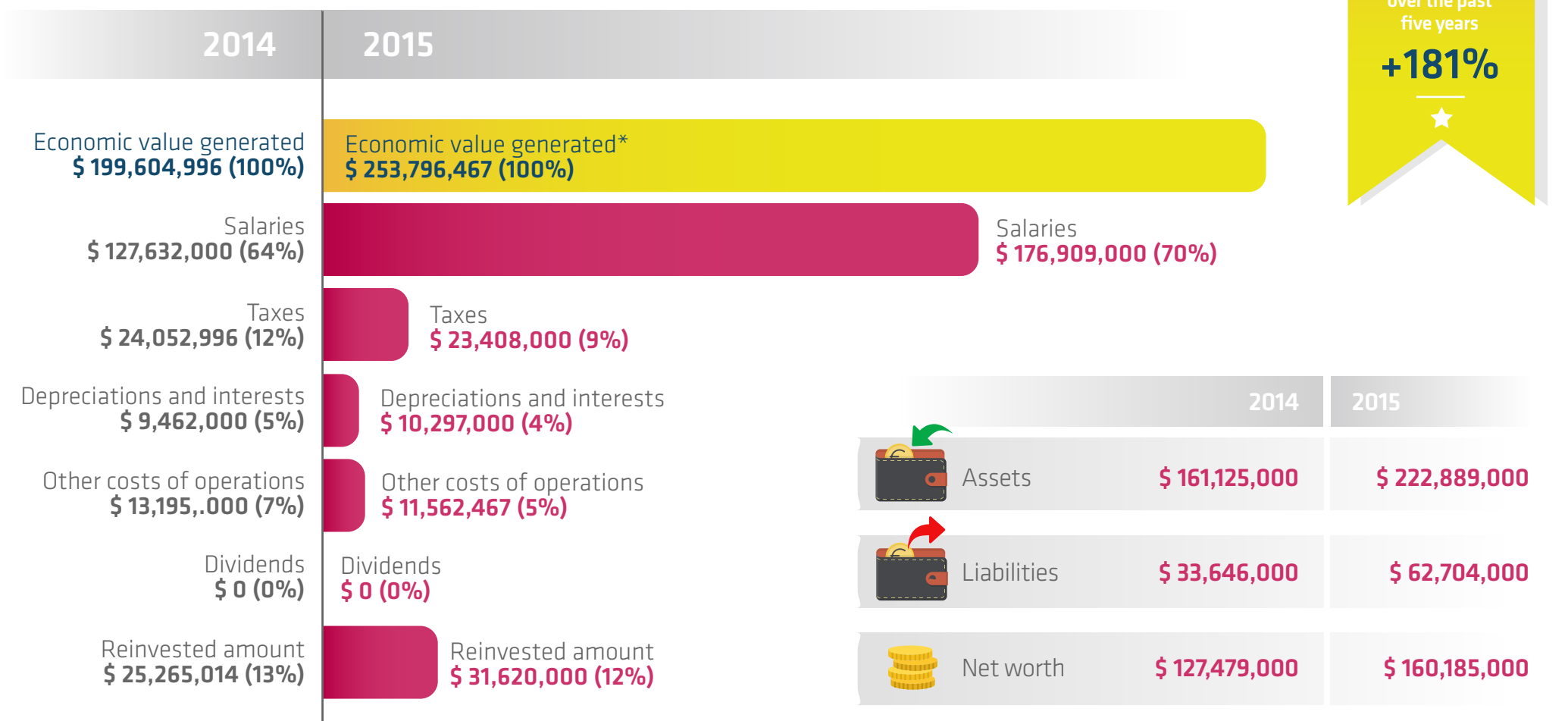
**AGILE PODS:** Agile Pods are cross-functional and multidisciplinary teams that bring together design and engineering in order to deliver the right products. Pods are measured according to four variables: innovation, velocity, quality, and autonomy. We encourage pods to mature over time to become more aligned with our customers' needs.

**SERVICES OVER PLATFORMS:** Services over Platforms (SoP) is a new concept for the services industry that aims to help us deliver digital journeys in a more rapid manner. With SoP we provide specific platforms as a starting point. These platforms are customized to the specific need of the customers using our service force.

Some of SoP products generated during 2015 were **StarMeUp** and **IAMAT**, among others.

# Performance

Beyond the solid financial results obtained, Globant's growth is primarily organic. We seek to grow in a diversified and healthy way. In 2015, Globant's top five customers accounted for 33% of total turnover, while five years ago the percentage was 43%. A similar diversification is seen among the top ten customers.



\* Revenue

# Customer satisfaction

Understanding the needs of our customers and their respective business is of vital importance to offer a quality service that meets their needs, by adding value.

For this reason, a flowing dialogue and constant feedback are key tools in our development processes. The above mentioned agile methodologies allow us to have quick feedbacks that enable continuous improvement and ensure final satisfaction with the finished product. In turn, international certifications endorse these processes and are a 100% guarantee for our customers.

During 2015, substantial customers with international prestige were incorporated and relationships with existing ones deepened, resulting in a greater joint commitment to improve life quality of millions of users.

We have mainly worked with banking, insurance, financial services, technology, and telecommunications, media and entertainment as well as professional services.

In order to measure customer satisfaction, we work with a series of regular surveys and qualitative contacts that allow us to understand the extent to which their expectations are met, in each of our expertise areas (Studios).

## SUCCESS CASE TRINA TURK



Trina Turk, the iconic lifestyle brand in California, summoned us to work on the improvement and continuous development of its e-commerce platform, [www.trinaturk.com](http://www.trinaturk.com).

From the beginning, Trina Turk has prioritized the importance of technology in improving the experience of consumers, and has been using avant-garde e-commerce strategies to extend its brand directly to customers.

In 2014, Trina Turk Digital approached Globant to better align itself towards its business goals. To do this, a new partner with the ability to handle the current code base was necessary to extend the capabilities of the e-commerce platform and provide an improved omni-channel consumption experience.

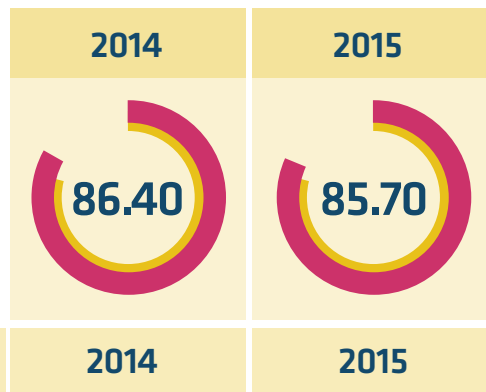
After a year of close collaboration, Globant managed to renew Trina Turk's e-commerce platform, making its business grow by 30%.



Customer survey:

**Overall result of customer satisfaction level considering an 82/100**

Per Studio	2014	2015
Consumer Experience	83.80	85.60
Gaming	89.40	92.10
Big Data	80.60	83.70
Quality Engineering	87.80	86.20
Enterprise	84.60	88.80
UX Design	82.50	82.30
Mobile	84.10	86.00
Cloud Ops	87.30	89.20
Continuous Evolution	95.00	77.80
Digital Content	89.40	85.70
Cognitive Computing	ND	ND
Wearables & IoT	ND	ND



**Critical security incidents in 2015**

**0**

\* This includes the number of complaints concerning privacy breach and customer data loss.

## Certifications



Laminar, South Park, North Park (BA),  
Alfi Azul (LP), Tandil, Bahia Blanca,  
Capitalinas (CBA), Museion, Nordlink (Rosario),  
Resistencia, Tucuman, Montevideo



South Park



North Park, Capitalinas (CBA), Montevideo



Sistemas Globales and IAHF

\* CDSA (Content Delivery and Security Association)  
\* CMMI (Capability Maturity Model Integration)

# Innovation

Continuous innovation is a central concept among the values and culture Globant manages through various initiatives such as brainstorming sessions, design thinking workshops and the iFactor contest (the first internal competition for the entrepreneur gene among the more than 5000 Globers).

In addition, from Globant Labs -our internal laboratory of innovation and research- were carried out more than 20 experimental projects, in which more than 180 Globers participated. Some of these projects were:



Huellas is a mobile application for searching and finding lost pets instantly. In this way, one can take pictures of pets and upload them to the application facilitating the search, filtering and comparing the animals, and quickly tracking the area through geolocation.



Is a site that aims to bring Globers together in different parts of the world who are interested in offering and receiving accommodation, or sharing an outing. The initiative arises from the need Globers have to be close to one another when traveling to other cities for work.



Nova Astronomy Legacy Project is a Big Data project in which the historical retrieval of information of stars and galaxies stored on photographic plates of difficult access is sought.

New Argentine Virtual Observatory (NOVA) is an initiative of National Council of Scientific and Technical Research (CONICET) whose objective is to achieve greater efficiency and productivity in access, management and analysis of astronomical observations at multiple wavelengths. The astronomical information stored in the database is public and can be used by astronomers, researchers, students and general public.

## IFACTOR CONTEST – LOOKING FOR THE INTRAPRENEUR GENE

By Leonardo Giovanetti | Globant Montevideo

The **i**factor. iFactor. That common factor that those who call themselves “entrepreneur” have. However, if they are not part of a large company, it is called **e**-factor.

Being part of a large company and having an entrepreneur spirit is to have the best of both worlds: support for your ideas while they are born and developed, and a testing environment for your project.

Of course, one could argue that not having the “fear” that characterizes a venture could be lethal. That “fear” is, in itself, the engine that moves an entrepreneur forward. However, in order to clarify this, being an intra-entrepreneur will not override that fear, it will transform it. Having ideas that can be applied in the company for which you work will help pave the way towards a better future. The company can implement your idea on its clients, and you can be the master of that success.


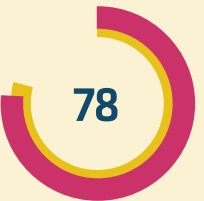
In my case, I participated in the first edition of the “iFactor” competition presenting an idea with a colleague. We were finalists and were about to win a scholarship to study at Singularity University in California. Although the scholarship was awarded to other colleagues, who also presented an excellent idea, we learned and enjoyed the whole process. The intensive training week in Buenos Aires, coordinated by Endeavor Foundation was an amazing experience. Having shared this time with Globers from all over the world, becoming acquainted to their cultures and their entrepreneurial spirit was unique. That in itself was a huge prize, an opportunity were we clearly all won.





Question to customers:

**“Please, could you determine your level of satisfaction regarding innovation in the project developed?”**

Target	2014	2015
82/100	 82.40	 78
Per Studio	2014	2015

Consumer Experience	87	78.8
Gaming	91	85.4
Big Data	86.3	80
Quality Engineering	79.5	74.3
Enterprise	79.5	80.8
UX Design	81.5	60
Mobile	82.5	90
Cloud Ops	79.5	78
Continuous Evolution	83.8	95.7
Digital Content	95	82.3
Cognitive Computing	77.6	ND
Wearables & IoT	ND	ND

2015 keywords

**Stakeholder survey on  
“Keywords”\***

Challenges International  
Quality Technology  
**Innovation**  
**Success Growth**  
Good Atmosphere / Having Fun

\* After each event or meeting with people from the IT community, stakeholders are consulted on the first three words with which they relate Globant.

Over the years, the words "innovation" (21%) and "technology" (20%) were gaining a major place. In 2015, "innovation and technology" were the most related, followed by "growth" (10%), "challenge" (10%), "quality" (9%), among others.



# Integrity

The main guardians of the values of the company and those who lead by example are the board and senior management; they put forward the organization's style of functioning. They are continuously getting feedback from the various stakeholders (employees, suppliers, customers, investors, community) on their expectations and referring to social and ethical standards of the markets in which the company operates. They seek to promote understanding and compliance, taking specific measures to encourage good practices.

This led to the generation and implementation of standards of conduct, policies and practices that guide the expected behaviors. These resulted in a Code of Ethics and a procedure to inform of actions against the Code of Ethics.

**CODE OF ETHICS:** In 2015, we relaunched the Code of Ethics approved by the Board, in line with best corporate governance practices and the requirements of the Sarbanes-Oxley Act<sup>1</sup>. The code lists a guide of principles necessary to promote and ensure the proper behavior within the organization, and establishes the honesty, integrity and moral criteria promoted at Globant:

- To comply with laws, regulations and policies applicable to best practices in businesses.
- To adhere to the UN Global Compact.
- To establish an equal opportunity policy regarding employees.
- To set a health and safety policy in the workplace.
- To adopt a policy of protection and proper use of the company's assets.
- To set guidelines on conflicts of interest regarding employees, including personal and business relationships.
- To establish a third-party benefit policy.
- To define a confidentiality and insider information use policy.

<sup>1</sup> The Sarbanes-Oxley Act of the United States seeks to monitor all US and foreign companies listed on the stock exchange market in the United States, preventing share valuation from being dubiously altered, generating losses to investors. This law, beyond the national level in the United States, involves all companies listed on the NYSE (New York Stock Exchange) and their subsidiaries.

During 2015, the new version of the Code of Conduct was communicated to all Globers, achieving its acceptance and consent throughout the year.

Today the code is uploaded in the company's website, and the Audit Committee, composed of independent directors, oversees proper compliance, dissemination and updating.

**REPORTING MECHANISMS:** Along with the relaunch of the Code of Ethics, a system to channel Globers' potential complaints for actions that go against the code's provisions has been established.

Although, the company applies a philosophy of open and transparent organizational structure, it also provides a channel for complaints, or speak up system, managed by an external supplier, according to the requirements of regulatory compliance and in line with the best practices of business transparency and integrity.

This channel allows users to report or make anonymous queries in different languages and through different channels (email, phone or via webpage). The speak up channel is enabled 24/7, 365 days a year.

**CONTROL PROCESSES:** The internal audit and SOX compliance manager identified, during 2015, processes and sub-processes subject to review (those included in the financial report that were considered as material). It is determined a risk map with the company's directors, in which different risks in strategic, financial, operational and compliance areas were weighted it on a scale of 1 to 5 according to their impact and probability.

An internal control framework was later designed, implemented and maintained over financial information in order to ensure the reliability of financial reporting and financial statements.

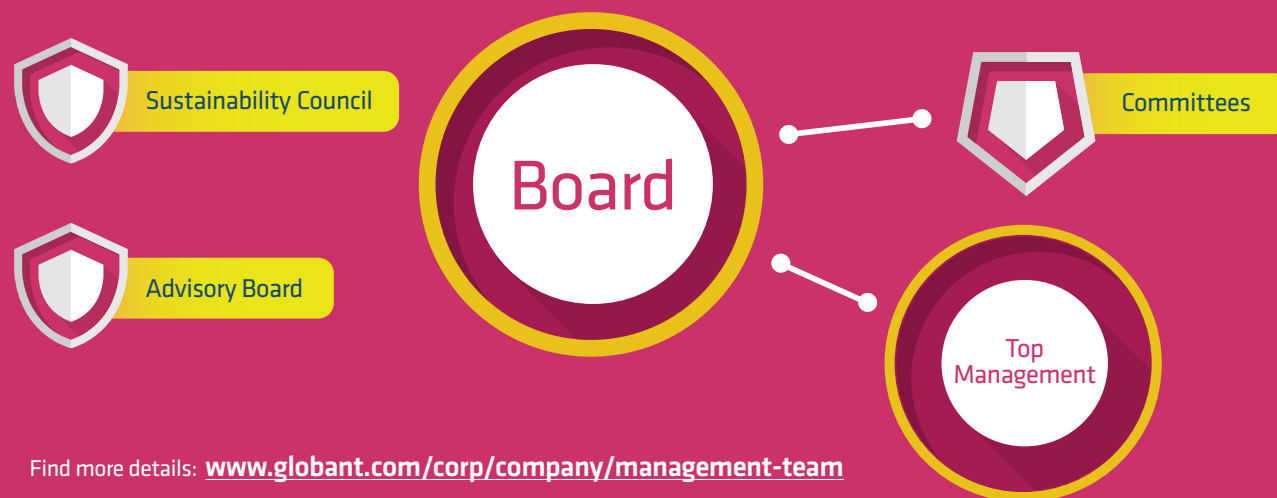
**In the last five years, we have not received any significant fine for breach regarding either our services or legislation.**

**We have neither received confirmed reports of corruption cases nor lawsuits.**

## Government / Management Structure

**ANTI-CORRUPTION POLICY:** Like all public companies, Globant adheres to the provisions of the US Foreign Corrupt Practices Act (FCPA) and the UK Anti-Bribery Act, and complies with all the laws and regulations of the jurisdictions in which the company operates, through the issuing and approval of an anti-corruption policy by its Board.

In 2015, the organization's Anticorruption Policy was updated in order to assess the risks related to asset safeguarding, as well as those related to potential actions of corruption within the company, especially considering financial reports to third parties.



"Globant's is a multinational organization, whose main headquarters are located in Buenos Aires, Argentina. This report generically refers to Globant and all its operations in the countries in which it functions as the group of linked companies, detailed [here \(p.58\)](#)."

More info: [www.globant.com](http://www.globant.com)

# World-class talent

For us, the global development of IT talent in the short, and long term is central not only for Globant's sustainability, but for the entire industry. For this reason, the development of people, which has always had a central place in the company's operations, now occupies a key position in the three years Sustainability Plan after discussions with top management.

In 2015, the results of our actions to achieve a positive social impact were very auspicious.

## Skill and diversity management

During 2015, more than 4,000 both internal and external people were trained in some of the latest technologies, and more than 1,500 participated in the 44 events organized by the company.

The Capacity area had the task of managing the entry of 2,123 professionals and their distribution among thousands of projects around the world. Consequently, we went from being 3,775 Globers in early 2015 to 5,041 by the end of year.

This 34% growth demanded the opening of new offices, increasing the number from 29 to 32 in 11 countries, including the opening of offices in Spain and Chile, and the acquisition of Clarice Technologies Company in India.

The challenge of multiculturalism became evident during 2015. Earlier this year, the creation of People Integration area took place, designed to understand the cultural differences of each of the offices in order to integrate and facilitate global operation, assimilating and favoring diversity.

In every region that we are present we have a policy of engagement with the IT ecosystem. This drives us to build local talent to promote Globers to be the leaders of their office and thus decentralizing the company's manager and director pools in all offices where we are.

This adds on the diversity management approach we have in Globant aimed at facilitating the work of women in technology and working on equal opportunities for all groups (age, gender and all minority groups in general).

## TOWARDS A GLOBAL CULTURAL INTEGRATION

Guillermo Willi | Chief People Officer

In Globant, we have a very strong identity. A culture that represents us, makes us different, and adds value. From People Integration we intend to promote and encourage this culture taking care of each office's local identity.

We welcome the additions of new work teams, the opening of new offices and acquisitions of companies, always seeking to make transitions as smooth and harmonious as possible. We know that being part of a dynamic company such as Globant can be challenging at times, and so we always focus on the person, getting to know them quickly and identifying their talents to generate a sense of belonging.

In addition, together with the rest of the team of Champions and Communications we generate cultural exchanges leveraging our geo-dispersion. We take advantage of being in many countries and cities to learn about different cultures, diversity of work and preferences.



# Career development: Promoting talent

In Globant, we are deeply committed to the professional growth of our people and we consider it a key factor for the company's sustainable development. In 2015, more than 1000 Globers recategorized and about 4000 Globers were trained worldwide.

As for continuous training, in 2015, Globant Academy was launched, a space where all training efforts are consolidated and formalized. It is divided into four schools (Technology, Leadership, Institutional and Languages).



## Globant Academy

- Technology School: Created to promote science, technology, engineering, software development and design.
- Leadership School: For self-development, which facilitates training on social skills in order to become a successful leader.
- Institutional School: Training on processes and internal areas to learn more about Globant.
- Language School: To support learning and practices of the most popular languages in the industry.

As for external training, Globant promotes the completion of university courses of studies. In this regard, for 2016, a reward policy was defined with special benefits for those Globers who achieve their degree in a timely manner.

Another essential part of career development considered was feedback management. Despite of having implemented performance evaluations for all the Globers several years ago, we worked on improving the quality of feedback from people, increasing its frequency, promoting multidirectionality and creating new formats of recognition that serve as validators and motivational sources to Globber's work.

In that sense, we created MyFeedback, a tool to write comments of any Globber with whom one has worked. These feedbacks are taken into account when assessing re-categorizations.

In addition, StarmeUp program, Globant's system of internal recognition, serves to highlight a Globber who has acted in line with one of the values of the company's Manifesto. In 2015, more than 3900 Globers acknowledged each other for standing out in any of those values. The recognition rate grew by 180% compared to 2014.



# Work and Life integration

Beyond the set of benefits that grow every year in the different offices, which are detailed below, one of the central concerns of the Rewards area in 2015 was to see the way in which we could simplify professional development to female Globers who had children.

Moving forward, a series of proposals aimed at facilitating the integration between family life and professional life was analyzed. Finally, in November a Childcare program partially funded, for female Globers that had to return to work after their maternity leave was launched. This initiative thus added on the benefits of extended paternity and maternity leave and the flexibility and autonomy policy that already existed.

The other priority of the area was to ensure Globber's health. In this regard, in 2015, private health plans started to be offered in several countries where companies have no obligation of providing them, such as Chile and Mexico, and the replication of this benefit in Spain, Colombia and Uruguay is under discussion. Moreover, benefits such as having an in company physician and nutritionist remain in effect, as well as the vaccination campaign, the organization of Healthy Journeys and the provision of massage and fruit in the office.



## Benefits

### 1. Globant Healthy:

- Vaccination campaign.
- Premium medical coverage for the entire family.
- In company physician.
- Nutritionist.
- Massage and fruit in the office.

### Family:

- Extended maternity / paternity leave.
- Marriage and birth gifts.
- Family days at all sites.
- Childcare program partially funded

### Have fun in the office:

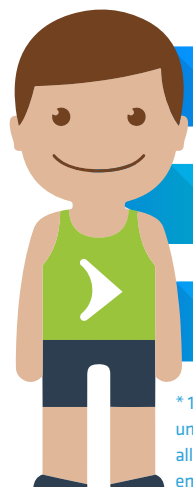
- Surf trip to Mar del Plata, Argentina, and to Goa, India. Mini ski trip to Las Leñas, Argentina.
- Happy hours and end of the year parties.
- Band contest.

### Other benefits:

- English classes.
- On-site hairdresser and manicure.
- Discount, benefit and recognition program through G++ card.



## Number of Globers



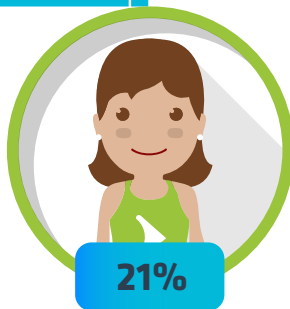
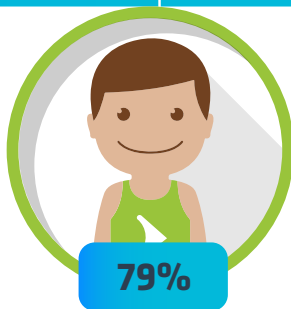
**2015 5041**

**2014 3775**

**2013 3236**

\* 100% of Globant's employees is under employment contract, almost all full-time. The percentage of part-time employees is not substantial.

**2015**



### By Age



	2013	2014	2015
Younger than 25	6.4%	8.3%	7.8%
Between 25 & 29	31.2%	31.0%	32.0%
Between 30 & 34	36.4%	35.9%	34.0%
Between 35 & 39	15.8%	15.3%	16.0%
Older than 40	10.1%	9.6%	10.2%



**AVERAGE AGE: 31.7 YEARS OLD**

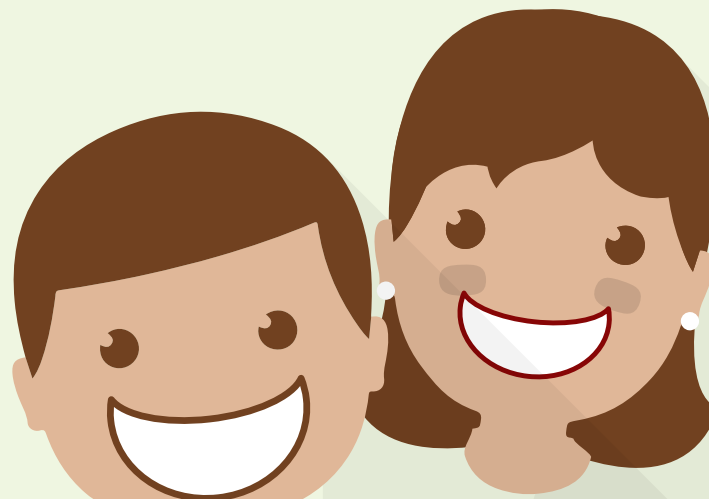


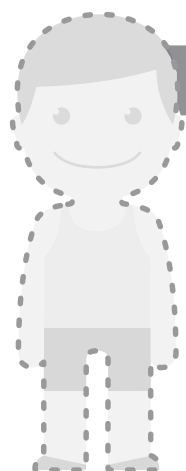
### BY COUNTRY

	2013	2014	2015		
ARGENTINA	74.2%	69.0%	56.6%	78%	22%
URUGUAY	11.2%	10.9%	8.4%	85%	15%
COLOMBIA	8.0%	8.0%	10.9%	82%	18%
CHILE	-	-	1.3%	73%	27%
BRAZIL	0.0%	1.5%	1.0%	85%	15%
MEXICO	0.0%	3.5%	5.8%	69%	31%
PERU	-	2.0%	1.4%	85%	15%
INDIA	-	-	9.0%	74%	26%
U.S.A.	0.0%	4.8%	5.4%	85%	15%
U.K.	0.0%	0.3%	0.3%	100%	0%

### WORKING MOOD

	2013	2014	2015
PARTICIPATION	83%	83%	72%
ASSESSMENT (OVER 5 POINTS)	3.76	3.79	3.77





## Turnover (LTM%)

22.2%

2013

20.2%

2014

17.8%

2015

## TOP MANAGEMENT

### By Age

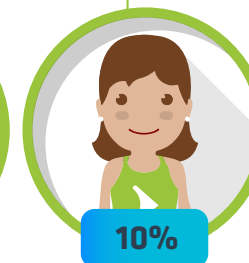
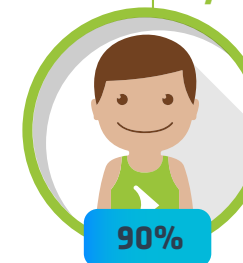
%

Younger than 35 10%

Between 35 & 50 70%

Older than 50 20%

### By Gender



## FEMALE WAGE

vs. male wage\*

YEAR	INCOME	INCREASE
2015	99%	103%
2014	94%	103%
2013	93%	99%

\* The information cannot be separated by professional category because of lack of statistical representativeness, while that referred to directories is on the Annual Report.

## WOMEN PER ROLE

YEAR	STAFF AREAS	PRODUCTION
2015	205	869
2014	175	623
2013	98	575

## WOMEN BY SENIORITY

2013

2014

2015

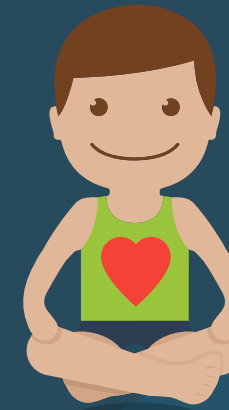
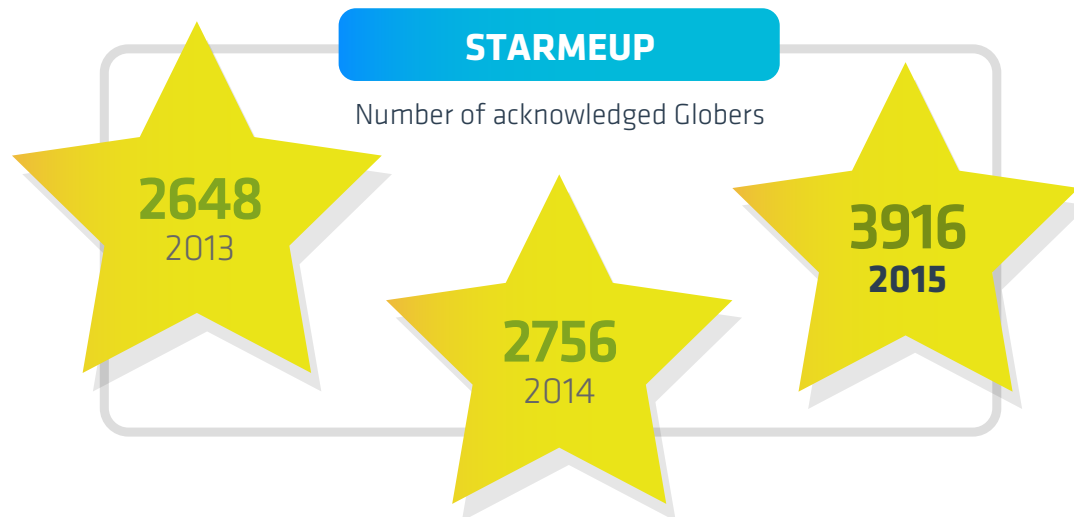
MANAGER	26.1%	27.7%	23.6%
ARCHITECT	5.4%	3.8%	3.4%
SOFTWARE DESIGNER	1.5%	4.3%	6.9%
SENIOR	24.0%	24.0%	22.7%
SEMI SENIOR	21.5%	20.6%	22.2%
JUNIOR	22.9%	24.0%	25.8%
TRAINEE	15.2%	27.1%	30.8%

Managers born  
in cities where  
Globant is present

87%

\* People  
permanently residing in the  
city when taking their  
position at Globant

CAREER	2013	2014	2015
PERFORMANCE ASSESSMENT	100%	100%	100%
SENIORITY CHANGES	701	809	1020
TRAINED GLOBERS	2049	2600	3979
TRAINING HOURS	58,402	67,141	100,407
ANNUAL LEARNING HOURS (PER INDIVIDUAL)	20	19	25



**16,000**

Massage sessions  
for Globers

**141**

events with more than

**11,000**

participants in total



**53 “Have Fun”  
championships**

among Globers

(soccer, ping pong, foosball, cards, etc.)

# Community Involvement

In Globant, we understand that to be the best company in the world creating digital experiences for millions of users, we need to have a positive impact on the communities we serve. For this reason, besides working with Globers, we focus on local communities, interact with the dynamic forces of society and commit ourselves to the needs from the place in which we stand as a technology company.

2015, was a year of continuity and growth in terms of our relationship with the community and private social investment made by the company. Both our management approach - organized on the pillars of Education for Inclusion, Technology for the Community and Entrepreneurial Development - as well as specific projects undertaken were deepened during the year.



**SIX YEARS OF IT EMPLOYABILITY.** The training program on manual testing of applications, which aims at employability for young people in vulnerable situations, completed its sixth consecutive year reaching more than 300 people and developing its first edition in a shantytown in Bajo Flores neighborhood, Buenos Aires.

In partnership with the social company Arbusta, we conducted courses at a shantytown called Villa 1.11.14 and on the outskirts of the city of Rosario, with the lowest dropout rate since the creation of the program.





## Teacher's Club

**TEACHER'S CLUB PROGRAM** This is the “umbrella” corporate volunteering program, which brings together all the initiatives, in which we offer Globers a space to share their knowledge with the community. The program objectives are twofold: on the one hand, to make the IT world known, its possibilities and Globers' experiences / testimonies to community's youngsters without prior knowledge. On the other hand, providing a space to Globers where they can share with the community their knowledge, experience and testimonials.

The formats developed during 2015 were four: The Hour of Code (event which seeks to teach programming in an hour to people between 4 and 104 years old); Inspirational Workshops (workshops in which Globers that do not want to teach programming can share their knowledge and experience in an inspiring manner); Globers for a Day (visits by young people to the company, where being a Glober for a day is experienced) and mentoring (by which Globers accompany students, entrepreneurs and teachers advising and supporting them for one year).





**DANE PROJECT** - In 2015, we continued to support DANE project, from which we develop applications for children and youth with special needs.

While continuing to maintain and refine the applications carried out in previous years, in 2015, we actively collaborated in partnership with Asociacion Argentina de Padres de Autistas (APAdA) in two initiatives that facilitate the personal development of children with Autism Spectrum Disorders.



**NEW MODELS OF COLLABORATION - ISTIC CASE.** Several organizations were interested in forging alliances with Globant to carry out joint projects during 2015. Many of them linked to the educational field, seeking the way to bring closer the academic world and graduates to the IT work world.

One of the most interesting cases of collaboration was the one developed with Instituto Tecnológico Inmaculada Concepción (ISTIC) a state tertiary education establishment located in the neighborhood of Constitution, in the City of Buenos Aires.

The ISTIC had set itself the goal to substantially increase its impact across the south of the city of Buenos Aires and Greater Buenos Aires, reaching more than 300 schools with vulnerable contexts in the area, in order to encourage young people going through the last years to continue their tertiary studies in Systems.

For this, the Institute decided to undertake the conversion of the whole educational plan, in order to align its syllabus with what the technology industry needs. Therefore, they contacted Globant and suggested the possibility of carrying out this challenge together. Furthermore, several work meetings among the school authorities, teachers and some Globant specialists in the area of Technology were held, which led to define the methodology and work framework for 2016.

From this interesting experience and as of 2016, we are planning to replicate this idea with several institutions in the different cities where we operate around the world.



# Promoting industry

In Globant, we seek to contribute to the overall growth of the entire IT industry through the organic growth the company enjoys, especially in the cities where we operate. For this reason, we face the promotion of the industry from three variables: Participation in business chambers and IT hubs, offering training and open talks, and encouraging entrepreneurship.

In 2015, our participation in the sector's chambers and hubs was very active. We held the vice presidency of Camara de Empresas de Software y Servicios Informaticos (CESSI), the presidency of Endeavor Foundation, and occupied a position of importance in Argencon, the International Association of Microsoft Channel Partners (IAMCP), Asociacion de Tecnologia de la Informacion y Comunicacion de Mar del Plata (ATICMA), Camara de Empresas del Polo Informatico de Tandil (CEPIT), Asociacion de Desarrolladores de Videojuegos de Argentina (ADVA), IT pole of Buenos Aires, Camara Uruguaya de Tecnologias de la Informacion (CUTI), Camara Argentina de Comercio Electronico (CACE) and Technological Pole of Bahia Blanca, among other local organizations.

With regard to training, as noted above, Globant's policy is to build local installed capacity: Young professionals in the community that can benefit the entire IT ecosystem. It is worth mentioning the series of 36 bootcamps implemented throughout the year in different cities of Latin American, in which we trained more than 300 young people in various technologies, and the design centers, where 45 youths received intensive training in web design, user experience, layout and more.







## VOLUNTEERING GLOBERS

(% of total payroll)

2015	<b>531</b>	<b>10.5%</b>
2014	<b>489</b>	<b>13.0%</b>
2013	<b>318</b>	<b>9.8%</b>

## VOLUNTEERING ACTIONS

2015	<b>33</b>
2014	<b>29</b>
2013	<b>19</b>



## UNIVERSITIES VISITS

	2013	2014	2015
--	------	------	------

No. OF VISITS	<b>24</b>	<b>29</b>	<b>25</b>
PARTICIPANTS	<b>360</b>	<b>646</b>	<b>602</b>
TOP MANAGEMENT PRO BONO HOURS	<b>200</b>	<b>274</b>	<b>349</b>



## TESTEAR IN NUMBERS

STUDENTS TOTAL

2013	2014	2015	TOTAL
------	------	------	-------

% OF COMPLETION

70	52	55	318
79%	81%	89%	82%



## TECNOLOGY FOR THE COMUNITY

IT PROJECTS

2013	2014	2015
------	------	------

HOURS OF PRO BONO DEVELOPMENT

6	7	9
1366	5000	5670



## SOCIAL INVESTMENT PER COUNTRY

2014

2015

INCIDENCE	IMPACT	INCIDENCE	IMPACT
-----------	--------	-----------	--------

ARGENTINA

100	VERY HIGH	100	VERY HIGH
-----	-----------	-----	-----------

URUGUAY

30	LOW	40	AVERAGE
----	-----	----	---------

COLOMBIA

20	LOW	75	VERY HIGH
----	-----	----	-----------

BRAZIL

20	LOW	40	AVERAGE
----	-----	----	---------

INDIA

-	-	20	LOW
---	---	----	-----

MEXICO

-	-	20	LOW
---	---	----	-----

PERU

10	LOW	10	LOW
----	-----	----	-----

UNITED STATES

20	LOW	20	LOW
----	-----	----	-----

# Environmental awareness

Searching the company's growth without generating negative impacts on the communities in which we are is one of the guidelines to achieve our purpose of being the best company in the world.

On the environmental side, this goal becomes more complex, since every action involves a carbon footprint. In Globant, therefore, we seek to mitigate the environmental impact of our operations making sure that as the company grows, our per capita carbon footprint decreases.

In 2015, we progressed in the development of a three-year plan that includes reducing energy consumption by office and the footprint resulting from air travel, a plan for waste sorting at source that reaches all offices and several awareness campaigns.

While the development of the plan is not 100% completed, during this year we advanced in many of these proposed lines:

- A new efficient plant was built in the Head Office in Buenos Aires, which has energy-efficient led lights, shutdown timer and automatic movement sensors, in addition to datacenters with low consumption and server virtualization.
- This particular initiative, combined with others carried out in various offices, reduced Globant's carbon footprint by 24.5% per capita, compared to 2014.
- In turn, a waste sorting system at source began to be implemented in Tucuman and La Plata. These offices come in addition to other three in Buenos Aires and two in Rosario, where it is already implemented. In 2015, six tons of waste was sorted for recycling, tripling recoveries of 2014.





## GLOBALANT'S CARBON FOOTPRINT MEASUREMENT \*

### SUMMARY OF ENERGY CONSUMPTION AND EMISSIONS BY COUNTRY (SCOPE 2)

COUNTRY	ENERGY CONSUMPTION [MWhr]	NATIONAL EMISSION FACTOR [t CO <sub>2</sub> e/MWhr]	CO <sub>2</sub> EQUIVALENT EMISSIONS [t CO <sub>2</sub> e]	GLOBERS	EQUIVALENT EMISSIONS PER CAPITA [t CO <sub>2</sub> e/person]
ARGENTINA	3991.2	0.527 (1)	2103.35	2855	0.74
BRAZIL	57.2	0.42 (2)	24.48	48	0.51
COLOMBIA	209.3	0.452 (2)	94.59	547	0.17
MEXICO	48.0	0.697 (2)	33.44	292	0.11
PERU	137.1	0.586 (2)	80.39	70	1.15
URUGUAY	390.6	0.496 (2)	193.75	422	0.46
<b>TOTAL 2015</b>	<b>4833.4</b>		<b>2529.993</b>	<b>4234</b>	<b>0.60</b>

(1) 2014 emission factor data. 2015 emission factor has not been published yet by the Energy Secretariat.

(2) GHG Protocol - GHG Emission Calculation Tools from Purchased Electricity (Version-4\_7)

### COMPARISON OF INDIRECT EMISSIONS IN ARGENTINA (SCOPE 2): 2013-2015

	2013	2014	2015	ANNUAL VARIATIONS 2014 / 2015	
TOTAL EMISSIONS ARGENTINA [t CO <sub>2</sub> e]	1932.70	2152.81	2103.35	-49,465 t CO <sub>2</sub> e	-2.30%
TOTAL EMISSIONS PER CAPITA [kg CO <sub>2</sub> /person.year]	922.53	870.18	736.73	-133.45 kg CO <sub>2</sub> / person year	-15.34%
TOTAL GLOBAL EMISSIONS [TCO <sub>2</sub> e]		2457.26	2529.99	72.73 [TCO <sub>2</sub> e]	2.96%
GLOBAL EMISSIONS PER CAPITA [kg CO <sub>2</sub> /person.year]		792.41	597.54	-194.87 kg CO <sub>2</sub> / person year	-24.59%

\* Although this measurement takes as a reference ISO 14064 protocol and is in line with the commitment of Senior Management to minimize environmental impact, it is clear that it is voluntary and indicative and is not a response to a regulatory requirement. This measurement is not within the scope of risk management.



## GLOBALANT'S CARBON FOOTPRINT MEASUREMENT

### AIR TRAVEL EMISSIONS (SCOPE 3)

	2013	2014	2015	ANNUAL VARIATION
NUMBER OF FLIGHTS	2159	2677	2164	-19%
AVERAGE DISTANCE TRAVELLED [KM / FLIGHT]	9536	9961.80	8323.68	-16%
GHG TOTAL EMISSIONS[T CO <sub>2</sub> e/YEAR]	2482.0	3157.4	2333. 6	-26%

### ENERGY SAVING IN INFRASTRUCTURE

	2013	2014	2015
SERVER VIRTUALIZATION	30 A 1	30 A 1	34 a 1
LOW CONSUMPTION DATA CENTERS	24.5 KVA	30.5 KVA	27.6 KVA
GIGABYTES USED BY VIRTUAL MACHINES	64,895.09	92,678.22	2711
CONSUMPTION DATA CENTERS / GIGABYTES	0.0003775324142	0.0003290956602	0.,0101807

# Additional information

## Other indicators

Information on collective agreements is not uniformly available in all territories in which we operate, due to different legislation. At the date of issuance of this report calculation models were being revised.

During 2015, there were no major changes in the size, structure or supply chain in the organization, beyond the acquisition of Clarice Technologies, and those specified in G4-10.

Globant is a signatory to the UN Global Compact through its company, IAFH Global S.A. Its principles apply to the organization as a whole, and the communication of the progress report is made on Globant's behalf.

The total value of contributions to organizations in the form of memberships and donations (the organization has not made contributions to political parties) is \$ 116,051.54.

It has not been determined the need to apply the precautionary principle, under the analysis of the company's impacts and the aspects covered by this principle.

Suppliers	2014	2015
Total suppliers	930	1150
Main suppliers	216	109
Critical suppliers	37	35
IT and related suppliers	58	60
Annual distributed amount	\$ 33,728,077	\$ 49,540.890

## SUPPLY CHAIN



ENGINEERING UNIVERSITIES



DESIGN UNIVERSITIES



SUPPLIERS



GLOBANT



INNOVATIVE  
SOFTWARE



CLIENT



INNOVATIVE  
SOFTWARE



MILLIONS OF  
PEOPLE

## MATERIAL ASPECTS AND COVERAGE

The content of this report were determined by the following process<sup>1</sup>:

### IDENTIFICATION

*We identify different aspects to evaluate their inclusion in this report, which are detailed below:*

*Relevant issues identified in the materiality analysis conducted in 2014.*

*Aspects proposed in the G4 Global Reporting Initiative Guidelines.*

*Relevant issues that emerged from the dialogue with stakeholders.*

*Aspects identified by benchmarking with sector companies.*

### PRIORITISATION

*After having identified the issues, the Sustainability area conducted again an internal materiality analysis to determine the issues to include in the report.*

*The process described above resulted in minor changes in the materiality matrix. At this stage, the most important indicators for each topic were also selected.*

### VALIDATION AND REVIEW

*The materiality analysis was validated by the Sustainability Council. Finally, the Board of Directors reviewed and approved the report.*

<sup>1</sup> All the legal entities identified in the Profile section were covered by this process.



Non-material aspects

Aspects of intermediate consideration

Material aspects

Impact on stakeholders

Labor relations (union issues) and mechanisms for resolving labor disputes

Purchasing practices / Effluents and waste / Environmental impact of services / Environmental legal compliance / Supplier evaluation regarding work practices

Materials used / Water / Biodiversity / Environmental assessment of suppliers / Mechanisms for environmental conflict resolution / Child labor / Forced labor/ Security personnel work: Training on Human Rights / Rights of indigenous peoples / Client health and safety / Product and service labeling

Marketing communications

Emissions of greenhouse gases

Integration family-personal life / Freedom of association and collective bargaining / Resolution mechanisms of conflicts related to Human Rights

Investment in Human Rights / Human Rights assessment / Free competition / Hiring practices / Energy / Transport Impact

Legal and regulatory compliance / Supplier assessment regarding social impacts / Conflict resolution mechanisms in the social field / Occupational health and safety / Diversity and equal opportunities / Equal pay for men and women / No discrimination

Career Development & Training and education

Economic performance / Employment / Relationship with local communities / Customer privacy / Customer satisfaction

Market Presence / Indirect economic impacts / Ethics & sector specific regulatory compliance / Anti-corruption / Sector's growth in the region

Participation in public policies / Innovation

Globant's influence in each aspect







The materiality matrix shows the degree of Globant's impact on stakeholders and influence groups for each topic identified, classifying them into three categories. The issues identified as **material** are described in this report through management approaches and performance indicators; those of **intermediate consideration** are treated at management level and some are described in this report. **Non-material** aspects are not part of this report.

Aspects identified as material can have their impact inside or outside the organization. The table below explains the degree of internal / external impact and the limitations that the organization may have to influence externally. As for restatements or changes in calculation methods, there have been no material changes regarding the previous report.

Material aspect	Internal	External	Limitations to achieve external effects and affected interest groups	2014 Report, changes
ECONOMIC PERFORMANCE	HIGH	HIGH	Market behavior and exchange rate. Of interest to financial capital suppliers.	Addressed in 2014 Report
TALENT	MEDIUM	MEDIUM	Job market behavior. Of interest to employees and students.	Addressed in 2014 Report
RELATION WITH COMMUNITY	-	-	Of interest to people linked to technology employment at locations of operation.	Addressed in 2014 Report
CLIENT SATISFACTION AND PRIVACY	HIGH	HIGH	These two issues are addressed jointly. Their impact is high both internally and externally as it affects business continuity.	Addressed in 2014 Report
PARTICIPATION IN PUBLIC POLICIES	MEDIUM	MEDIUM	The IT industry is a focus industry for the governments of the countries where Globant operates. The promotion of the industry is an important issue.	Addressed in 2014 Report
INNOVACIÓN	HIGH	HIGH	Innovation is a key process in the organization strategy.	Addressed in 2014 Report
CAREER DEVELOPMENT AND TRAINING	HIGH	HIGH	Globant seeks to position itself as a role model in employment. This impacts on Globers and to a lesser extent the labor market in the sector.	Abordado en 2014 Report
MARKET PRESENCE	MEDIUM	MEDIUM	Globant is not part of the first tiers of technology companies, but has a strong leadership in Latin America.	Addressed in 2014 Report
INDIRECT ECONOMIC IMPACTS	-	-	The ecosystem of companies linked to Globant shapes the IT industry in Latin America. The industry looks at Globant as a role model.	Addressed in 2014 Report
ETHICS & ANTI-CORRUPTION REGULATORY COMPLIANCE	HIGH	HIGH	The industry is encouraged in certain countries of operation, so that compliance is key.	Addressed in 2014 Report
SECTOR GROWTH IN THE REGION	MEDIUM	MEDIUM	As indicated in "market presence", Globant's contribution to the industry in the Latin American region is representative.	Addressed in 2014 Report
DIVERSITY & PERSONAL LIFE /WORK INTEGRATION	HIGH	HIGH	The aspect is key for internal audiences as Globant is a knowledge-based organization.	Addressed in 2014 Report
ENVIRONMENTAL AWARENESS	-	-	This aspect was included as material as part of customers' engagement process among stakeholders.	Addressed in 2014 Report

# Stakeholder Engagement

The Sustainability Council coordinates the involvement of stakeholders, which is a continuous process carried out throughout the year. This information is used in the process of materiality analysis to identify issues that are considered relevant to interested parties. Some specific interest groups such as employees, clients and directors/managers were especially contacted for the validation of aspects included in this report.

The selection of stakeholders is the responsibility of the Sustainability Council, which has the role of interpreting the corporate strategy in the context of sustainability and provides feedback to the Board of Directors.

The interest groups linked to the organization were:

**CLIENTS:** AEP Energy, Amadeus, American Express, Aon, Bally Technologies, BBVA, Cars.com, Boehringer Ingelheim, CISCO, Cloudera, Coca-Cola, EA, Embraer, EMC, f.biz, Fox, GroupM, HortonWorks, GREE, iSeats, JWT, LAN, lastminute.com, LinkedIn, Loyal3, Mercado Libre, MoneyGram, National Geographic Channel, NYSE Euronext, Orbitz, OSRAM, Pernod Ricard, PR Newswire, Price Waterhouse Cooper, Puma, Rackspace, TVN, Sabre, Southwest, TNS, Travelocity, Trina Turk, Viajanet, WOBI, Zynga, among others.

**GOVERNMENTS:** The Government of Argentina, Uruguay, Colombia, Mexico and India. The government of the cities of Buenos Aires, Montevideo, Bogota and Medellin, Lima, Pune, San Francisco y Mexico. Provincial governments of Buenos Aires, Chaco, Tucuman, Santa Fe, Cordoba, Mendoza; municipalities of Tandil, Bahia Blanca, Rosario, Mar del Plata, among others. The Embassies of the United States, Uruguay, Chile, India, Colombia, Mexico and the United Kingdom in Argentina.

**CHAMBERS:** CESSI, Argencon, CUTI, IAMCP, ATICMA, ADVA, CEPIT, Polo Tecnológico de Rosario, Polo Tecnológico de Bahia Blanca, Cluster Tecnológico de Cordoba, AMCHAM, CACE, IDEA, ACDE, AEA, among others.

**CIVIL SOCIETY ORGANIZATIONS: Argentina:** Endeavor Argentina Foundation, Pontifical Academy of Sciences of the Vatican (Scholas), Njambre Aceleradora, Arbusta; Instituto Tecnológico Inmaculada Concepcion (ISTIC), OurMark, Nobleza Obliga, Centro Metropolitano de Diseño, Si Foundation, Equidad Foundation, Garrahan Foundation, Edu4Me, Sadosky Foundation, APAdeA, ASDRA, Afasia Foundation, Nosotros Foundation, Los Robles School, Dialogos School, Comunidad IT, Nochebuenaparatodos Foundation, Guido Spano School, Tecnopolis, Sagrada Familia Foundation, Blood Bank of Cordoba, Ramon Santamarina Hospital, EFA.

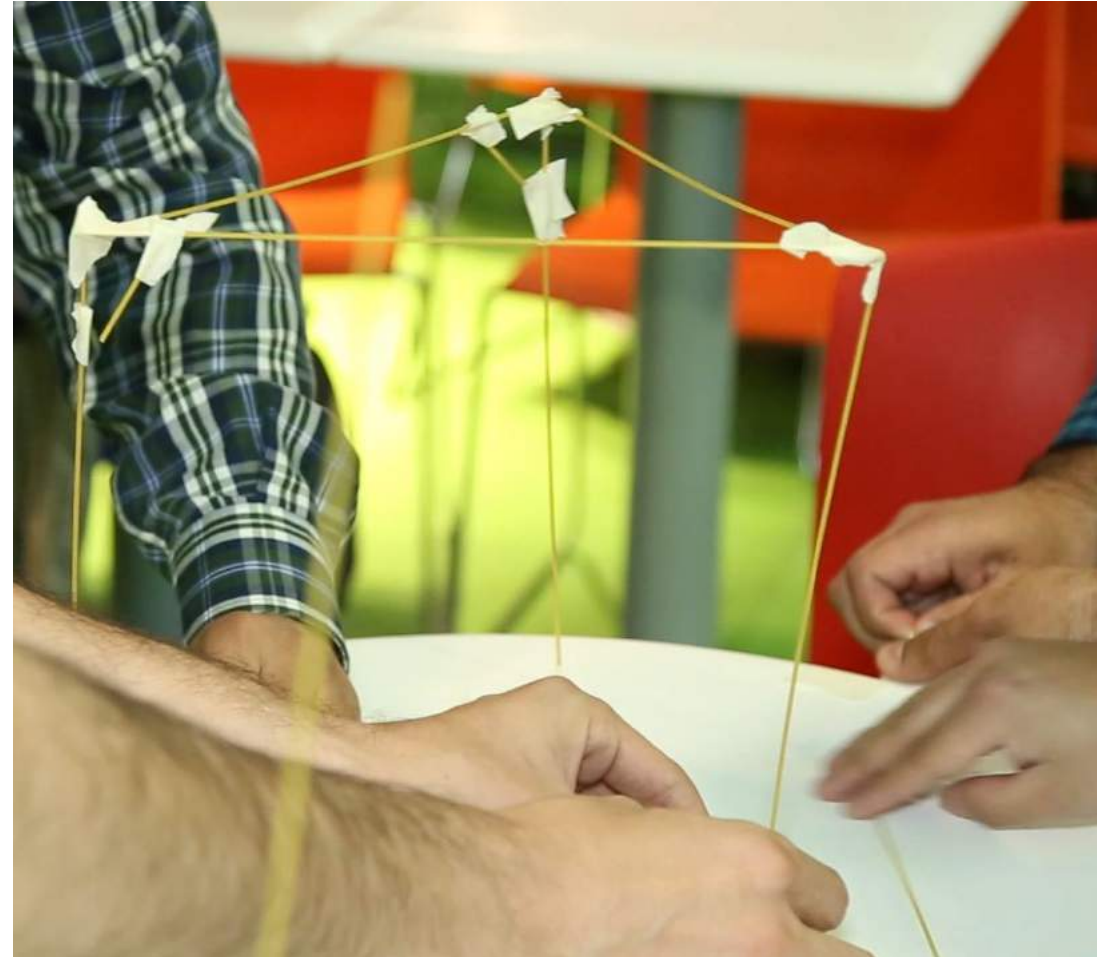
Chaco, OIA, Hemotherapy Center of Resistencia, CONIN, Aldeas Infantiles, CEC, Technical School of Mar del Plata, Technical School N° 2 of Bahía Blanca, MoveRSE, **Colombia**: Edu4Me, Violetta Foundation. **Brazil**: Edu4Me. **Montevideo**: Teleton Uruguay, Hemotherapy Center. **Mexico**: Edu4Me.

**EDUCATION CENTERS:** Austral, UBA, UCA, ITBA, UCEMA, UADE, IAE, UCES, University of Bologna, University of Palermo, Belgrano University, UTN, UNR, CONICET, ORT Montevideo, Universidad del Norte Santo Tomas de Aquino, National Technological University.

**MEDIA:** Print, on-line, television and radio media from Argentina, Uruguay, Peru, Brazil, Colombia, Mexico, U.S.A., U.K., Italy and Spain.

#### **MEMBERS OF THE SUSTAINABILITY COUNCIL:**

- **Néstor Nocetti** - EVP Corporate Affairs & Co-founder of Globant
- **Guillermo Willi** - Chief People Officer
- **Wanda Weigert** - Communication & Marketing Director
- **Pablo Villarreal** - Information System & Technology Director
- **Francisco Michref** - Corporate Affairs & Sustainability Manager
- **Federico Seineldin** - External Advisor



This report has been prepared following GRI (Global Reporting Initiative) G4 Essential Version Guidelines.

This edition has not been externally verified.

The following is the GRI table that identifies G4 contents throughout the report.

## GENERAL BASIC CONTENTS

General basic contents	Page	Description
------------------------	------	-------------

### STRATEGY AND ANALYSIS

G4-1	1	Statement of the main responsible for the organization's decisions on the importance of sustainability to the company and the strategy to address it.
------	---	---

### PROFILE OF THE ORGANIZATION

G4-3	16	Name of the organization.
G4-4	7	Most important brands, products and services.
G4-5	16	Location of the organization's headquarters.
G4-6	3	Countries in which the organization operates.
G4-7	16	Nature of ownership and legal form.
G4-8	9	Markets served.
G4-9	3; 7	Dimensions of the organization.
G4-10	21	Breakdown of the organization employees.
G4-11	32	Percentage of employees covered by collective agreements.
G4-12	32-33	Description of the organization supply chain.
G4-13	32	Significant changes during the period under review in the organization's size, structure, ownership and supply chain.
G4-14	32	Description of how the organization addresses, if necessary, the precautionary principle.
G4-15	32	Principles or other external economic, social and environmental initiatives that the organization subscribes or has adopted.
G4-16	27	National or international promotion associations and organizations to which the organization belongs.



## MATERIAL ASPECTS AND COVERAGE

G4-17	16; 33	List of entities covered by the financial statements of the organization and other equivalent documents.
G4-18	33	Process for defining the report content and coverage of every aspect.
G4-19	36	List of material aspects.
G4-20	36	Coverage of each material aspect inside the organization.
G4-21	36	Coverage of each material aspect outside the organization.
G4-22	35	Description of the consequences of the restatements of information provided in earlier reports and their causes..
G4-23	36	Significant changes in the scope and coverage of every aspect compared to previous reports.

## STAKEHOLDERS PARTICIPATION

General basic contents	Page	Description
G4-24	37-38	List of interest groups linked to the organization.
G4-25	37	Basis for the selection of stakeholders with which the organization works.
G4-26	37	Description of the approaches adopted for stakeholder participation.
G4-27	34; 37	Key issues and problems that have arisen from stakeholder participation and description of the assessment made by the organization, among other aspects through its report.

## REPORT PROFILE

G4-28	Back cover	Reporting period.
G4-29	Back cover	Date of last report.
G4-30	Back cover	Reporting cycle.
G4-31	Back cover	Contact point for questions regarding report contents.
G4-32	39-42	Option «in accordance» with the guidelines that the organization has chosen, GRI index of the chosen option and reference to the external assessment report.
G4-33	39	Policies and practices of the organization currently in force regarding the external assessment of the report.

## GOVERNANCE

G4-34	16	Governance structure of the organization and its committees.
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## ETHICS AND INTEGRITY

General basic contents	Page	Description
G4-56	3; 14	Values, principles, standards and rules of the organization.
G4-58	15	Internal and external mechanisms for reporting unethical or illegal behavior, and matters relating to the integrity of the organization.

## SPECIFIC BASIC CONTENTS

### ECONOMIC CATEGORY

General  
basic  
contents

	Page	Description
--	------	-------------

### ECONOMIC PERFORMANCE

G4-DMA	3; 8	Information about the management approach.
G4-EC1	8	Direct economic value generated and distributed.

### PRESENCE IN THE MARKET

G4-DMA	17; 19	Information about the management approach.
G4-EC6	22	Percentage of senior management hired from the local community.

### INDIRECT ECONOMIC IMPACTS

G4-DMA	27	Information about the management approach.
G4-EC8	17; 24; 27	Significant indirect economic impacts and their scope.

### ENVIRONMENTAL CATEGORY

#### ENERGY

G4-DMA	29	Information about the management approach.
G4-EN3	30	Internal energy consumption.

### EMISSIONES

G4-DMA	29	Information about the management approach.
G4-EN16	30	Indirect emissions of greenhouse gases to generate energy (Scope 2).
G4-EN17	31	Other indirect greenhouse gas emissions (Scope 3).

### PRODUCTS AND SERVICES

G4-DMA	29	Information about the management approach.
G4-EN27	31	Mitigation of the environmental impact of products and services.

### SOCIAL CATEGORY

SUBCATEGORY:

### LABOR PRACTICES AND DECENT WORK

#### EMPLOYMENT

G4-DMA	17; 19	Information about the management approach.
G4-LA1	22*	Total number and rate of hires and average employee turnover.
G4-LA2	20	Social benefits for full-time employees.

### TRAINING AND EDUCATION

G4-DMA	17; 19	Information about the management approach.
G4-LA9	23**	Average hours of annual training per employee broken down by gender and job category.
G4-LA10	19	Skill management programs and continuous training.
G4-LA11	23	Employees receiving regular performance assessment.

\* Partially reported. No broken down information currently available.

\*\* Partially reported. No broken down information currently available about training hours.



General basic contents	Page	Description
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## DIVERSITY AND EQUAL OPPORTUNITIES

G4-DMA	17-18	Information about the management approach.
G4-LA12	21-22	Composition of governance bodies and payroll breakdown.

## EQUAL WAGES FOR MEN AND WOMEN

G4-DMA	17	Information about the management approach.
G4-LA13	22	Basic salary ratio between men and women.

SUB-CATEGORY:

## SOCIETY

### MATERIAL ASPECT: LOCAL COMMUNITIES

G4-DMA	24; 30	Information about the management approach.
G4-S01	24-26	Percentage of operations where programs have been implemented.

### MATERIAL ASPECT: FIGHT AGAINST CORRUPTION

G4-DMA	14-16	Information about the management approach.
G4-S05	15	Confirmed cases of corruption and measures taken.

### MATERIAL ASPECT: PUBLIC POLICIES

G4-DMA	27	Information about the management approach.
G4-S06	32	Amount of political contributions, by country and recipient.

### MATERIAL ASPECT: LEGAL AND REGULATORY COMPLIANCE

G4-DMA	14-15	Information about the management approach.
G4-S08	15	Significant fines and sanctions arising from law and regulation breaches.

General basic contents	Page	Description
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SUB-CATEGORY:

## PRODUCT LIABILITY

### PRODUCTS AND SERVICES (IDENTIFICATION)

G4-DMA	9-10	Information about the management approach.
G4-PR5	10	Results of surveys to measure customer satisfaction.

### CUSTOMER PRIVACY

G4-DMA	9-10	Information about the management approach.
G4-PR8	10	Complaints about privacy breach and loss of customer data.

### LEGAL AND REGULATORY COMPLIANCE

G4-DMA	14-15	Information about the management approach.
G4-PR9	15	Fines for non-compliance regarding products and services.

## REPORT PROFILE

REPORTING PERIOD

**1 JANUARY 2015 TO 31 DECEMBER 2015**

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DATE OF LAST REPORT

**31 DECEMBER 2014**

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REPORTING CYCLE

**ANNUAL**

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CONTACT POINT

**FRANCISCO MICHREF**

CORPORATE AFFAIRS & SUSTAINABILITY MANAGER

TE: +54 11 4109 1700

SUSTAINABILITY@GLOBANT.COM