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

Konecta
Serrano, 41
28001 Madrid

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Telephone: 902 193 106
1. MESSAGE FROM THE BOARD

2018 was a year of transition that allowed us to complete the process of integration and reorganisation of our corporate structure undertaken three years ago. This process built on the synergies and efficiencies arising thereof, to consolidate the profitable growth of Konecta and to go one step further in the path set by our Strategic Business Plan.

This strategy has contributed, once again, to the economic performance of the company being aligned with the expectations raised, despite the inflationary and foreign exchange instabilities that persist in some of the markets in which we are present, which we have been able to compensate with an excellent commercial and operational performance.

Thus, we continue to grow, maintaining the positive evolution of our turnover on last year’s results. Today, thanks to the strategy of international expansion that started in 2003, more than 56% of our business is located outside the Spanish market, with Latin America as the main driver in terms of revenue and staff, -71% of the more than 58,000 Konecta employees to the end of the year are in this region.

These results continue to position Konecta among the leading companies in the CRM and BPO sector.

An important part of the value proposition of the company at a critical moment driven by the challenges of the digital revolution, lies on our commitment to change in our productive model aimed at increasing our ability to respond to the complexity of new markets and at supporting our clients, as strategic suppliers, in their transformation process and in achieving their objectives, by making major investments in technology and innovation, and with our global talent pool, to seize the opportunities that this new reality represents.

Self-service channels, management models for digital channels that integrate neural networks with automation, business intelligence tools and RPA developments drive the evolution of our industry, and Konecta is committed to developing and incorporating them into our range of solutions, so to generate more value added together with a layer of process consultancy and the expertise of our B2B client experience department.

Throughout 2018 we remained loyal to our strategy of sustainable growth and sustainable development, creating long-term value for our stakeholders through a responsible business management in all the countries where we are present.

Thus, we have a diverse, multi-cultural and multi-generational team of professionals, in which women represent 66% of the total, based on inclusive selection and human management policies that promote equal opportunities and conditions for all employees, in a healthy working environment in line with the requirements of our activity. The prize awarded by the Ministry of Labour and Employment Promotion to Konecta Peru for its good labour practices in 2018 bears witness to this, as also does the “Great Place to Work” recognition earlier this year as “Best Organisation to Work for Women”.

Through our Foundation, Konecta works to materialise its commitment to an inclusive society by promoting socio-labour integration of disadvantaged people, with special emphasis on those with disabilities. This translates into more than 10.5 million euros invested since its creation in 2005, and more than 100,000 beneficiaries by the implementation of projects developed in partnership with third parties, businesses and social entities, to multiply the scope of business resources available.

As in previous years, we ratified our commitment to the United Nations’ Global Compact -as founding members of the Spanish network in 2004-, to its ten Operational Principles related to Human Rights, Labour Standards, Environment and the Fight against Corruption.

In 2018, we took a further step in the consolidation of our Corporate Responsibility and Sustainability Management System, integrating the reporting of the various initiatives developed in each country through a new tool, as a monitoring and transparency exercise that we will continue to develop throughout 2019.

Looking forward, we remain committed to achieving the profitability and growth goals set forth in our Business Plan, with the solvency that comes from a loyal client base built over the nearly two decades of the company and our innovative capacity, the strength of an experienced and committed management team and the confidence that stems from having a team of professionals focused on the customer’s culture.

This new phase has already gotten off with a good start thanks to the acquisition of Uranet, a Brazilian company that strengthens our presence in a growing ad high-value market, while enabling us to incorporate new capacities for development and delivery of CRM solutions, based on cloud services (IntegraAll).

These achievements are the product of the effort, loyalty and professionalism of our entire team, the commitment of our executives, and the trust of our shareholders, clients, suppliers, as well as of the social entities with which we collaborate. In 2018, we reached adulthood: thank you all for joining us on this path throughout the years and making Konecta a multinational company prepared to successfully undertake the challenges posed by this new era.

1. José María Pacheco Guardiola, President
2. Jesús Vidal Barrio Rivas, CEO
### II. KEY FIGURES

#### ECONOMIC DIMENSION

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
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<tbody>
<tr>
<td>Total net income (thousands of €) 2018</td>
<td>756,961</td>
<td>763,967</td>
</tr>
<tr>
<td>EBITDA (thousands of €) 2018</td>
<td>67,553</td>
<td>75,809</td>
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<tr>
<td>Operational costs (thousands of €) 2018</td>
<td>698,550</td>
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#### SOCIAL DIMENSION

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<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of employees</td>
<td>58,383</td>
<td>58,062</td>
</tr>
<tr>
<td>Percentage of women in staff</td>
<td>66</td>
<td>64.47</td>
</tr>
<tr>
<td>Hours of training</td>
<td>5,152,898</td>
<td>5,349,514</td>
</tr>
<tr>
<td>Investment in training (thousands of €) 2018</td>
<td>15,288</td>
<td>14,691</td>
</tr>
</tbody>
</table>

#### ENVIRONMENTAL DIMENSION

<table>
<thead>
<tr>
<th>Description</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paper consumption (t) 2018</td>
<td>101.7</td>
<td>109.71</td>
</tr>
<tr>
<td>Water consumption (m³) 2018</td>
<td>314,054</td>
<td>209,294</td>
</tr>
<tr>
<td>Consumption of electric Power (kWh) 2018</td>
<td>50,501,497</td>
<td>48,425,157</td>
</tr>
<tr>
<td>Hazardous waste (t) 2018</td>
<td>14.84</td>
<td>18.01</td>
</tr>
</tbody>
</table>

1. Data from Spain
2. Total consumption excluding the United Kingdom
3. Total consumption excluding the United Kingdom
4. Data from Spain, Colombia and Argentina
With a positive evolution of its turnover on last year’s results and more than 58,000 employees in ten countries, Konecta ranks among the most important companies in the CRM and Business Process Outsourcing industry. Today, more than half of its turnover comes from abroad, particularly from the Latin American market, which represents more than 56% of sales. The incorporation of powerful clients in this market has provided an important momentum.

Our healthy economic performance is the result of a behaviour that is aligned or above the expectations in most of the markets in which the company operates, especially in two of its hubs, Spain and Colombia, which have achieved excellent results in terms of budget projections. This economic growth endorses the Konecta business model and strengthens its position in the global market.

Years ago, Konecta launched an ambitious internationalisation project that led to an intense process of reorganisation in 2017, in line with the magnitude of said project. In 2018, the company virtually fulfilled its integration goals, through the consolidation of its international presence and a more homogeneous structure.

It aims at providing brands, globally, a unique strategic alliance by delivering innovative solutions and bespoke models at a profitable price that ensure a safe return on investment and a high level of user satisfaction.

Konecta is among the leading companies in Argentina, Colombia, Spain and Peru.

Konecta has a solid top-quality client base with whom it has maintained a relationship for over 17 years.

Konecta’s business structure is organised by regions, based on turnover: Latin America, Spain and Europe, and specific verticals: financial and telecom services.
A NEW BUSINESS MODEL

On a strategic level, the company updated its business plan, expanding it up to 2023, streamlined its goals and adapted them to an ever-changing reality as today’s.

The challenge is to create value, gradually evolving from the old model of the mere provision of a service based on a contractual agreement to support clients in transforming their businesses, meeting the increasing market demands, improving efficiency in processes and increasing productivity.

In this process, Konecta has a privileged role and strategic position thanks to the trust of its clients, its knowledge on the procedures and control of operations. Thus, the company designed a transformation plan three years ago, in which substantial progress was made in 2018.

In addition to the factory where the services are provided, each of the countries has a rather powerful B2B-oriented customer experience area, comprised of business consultants, who work hand in hand with the technicians and analysts of the Digital Transformation Unit, to provide new tools that offer an upgrade in the services available: data analytics, automation, management of digital channel and process consulting.

The aim of this new area is critical to the future of the company and has already been implemented in 10 countries, with a major boost in 2018, that will continue throughout 2019, with various ongoing projects and great acceptance by clients.

Konecta closed the year in line with the provisions of its Strategic Plan, underpinned by its human talent, technological innovation, and a range of services with a high degree of customisation that adds value to customers.

2019 IS OFF TO A GOOD START

Within Konecta’s internationalisation strategy, the acquisition, in early 2019, of the technology firm Uranet in Brazil is particularly noteworthy, as it will enable the company to expand its share in a growing and high-value market on which many expectations are placed, thus complementing its global capabilities and continuing to develop innovative solutions.

Looking ahead, the company will continue its massive R&D&I investments to adapt to the trends of a sector that evolves in two ways: towards a higher deployment of self-consumption channels and the increasing incorporation of an ever-more sophisticated artificial and cognitive intelligence to services. All of this, together with the adaptation of our internal talent, the development of digital skills, and the incorporation of more complex professional profiles, to undertake, among all, the new roles that this new reality demands.

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CORPORATE GOVERNANCE 2018

In early 2019, there was a change in the composition of shareholders: Apenet y Management: 50.01%; ICG EUROPE FUND III INVESTMENT S.A.R.L: 49.9%.

President  
José Mª Pacheco Guardiola  
Jesús Vidal Barrio Rivas  
Rosa Queipo de Llano Argote  
José Luis Bellosta Rigo  
Ignacio Moreno Martínez  
Francisco Javier Armada Bravo  
Nicolás Arenas Montero  
Ricardo de Serdio Fernández  
Federico Conchilla Armendáriz  
Laura Munies Fenoll

CEO  
Mónica Serrano Ceballos  
Miguel Fernández Robledo  
Rosa Queipo de Llano Argote  
Enrique García Gullón

Secretary of the Board  
Ramón Ros Bigeriego

STEERING COMMITTEE
José Mª Pacheco Guardiola  
President  
Jesús Vidal Barrio Rivas  
CEO  
Rosa Queipo de Llano Argote  
SECRETARY GENERAL  
Enrique García Gullón  
GENERAL BUSINESS DIRECTOR  
Mónica Serrano Ceballos  
FINANCIAL DIRECTOR  
Miguel Fernández Robledo  
ORGANISATION AND PROCEDURE DIRECTOR  
Ramón Ros Bigeriego  
CORPORATE DEVELOPMENT AND STRATEGIC PLANNING

CORPORATE COMMITTEES
HR Committee  
Operations Committee  
Domestic Business Committee  
International Business Committee  
IT Committee  
Expenditures and Investment Committee  
Recovery Committee  
Quality and Environment Committee  
Corporate Responsibility and Sustainability Committee

MANAGEMENT COMMITTEE
Executive Committee  
Audit Committee  
Remuneration Committee

BOARD OF DIRECTORS
José Mª Pacheco Guardiola - President  
Jesús Vidal Barrio Rivas - CEO  
Rosa Queipo de Llano Argote - Secretary of the Board

Banco Santander  
34.18%  
Apenet and minority shareholders  
31.64%  
Jempy Investments  
34.18%

(1) In early 2019, there was a change in the composition of shareholders: Apenet y Management: 50.01%; ICG EUROPE FUND III INVESTMENT S.A.R.L: 49.9%.
MISSION

Konecta is an organisation focused on excellence in managing customer experience and innovation that provides comprehensive outsourcing services through a sustainable model that contributes to creating value for its shareholders, clients and employees, while maintaining a strong commitment to the environment and society.

VISION

Being the global leading company in BPO and CRM, offering the best experiences to its clients.

VALUES

INNOVATION

EXCELLENCE

INTEGRITY

SUSTAINABLE DEVELOPMENT

PROFESSIONALISM

GUIDING PRINCIPLES

Commitment to Clients: We put our clients’ needs at the core of everything we do. Clients are our reference.

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

Achievement and Contribution: We strive for excellence. Each person’s contribution is essential if success is to be achieved. We guarantee the fulfillment of our clients’ needs.

Openness and Innovation: We are creative in the implementation of processes that improve the total customer experience.

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

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

Flexibility and Speed: We have the resources and capability to deploy custom solutions and respond quickly to our clients’ requirements.
Konecta has designed a body of policies and procedures that constitute the backbone of its governance. Similarly, most countries have established protocols tailored to the needs and requirements of local legislation.

At corporate level, the company has a number of framework policies on Human Resources, Quality, Environment, Corporate Responsibility and Sustainability, as well as codes of conduct for both its employees and suppliers, as they are critical in the development of the activity of the organisation.

With both codes, the company establishes formal and institutional benchmarks that integrate its values into the decision-making process of each of its employees, including specific sections relating to issues such as conflict of interest, complaints, bribery and corruption, or money laundering.

Konecta has made available to all company employees an easily accessible whistleblowing channel, through which they can bring to the attention of the Compliance Committee the detection of an allegedly illegal act or breach of Code of Ethics.

**GENERAL CODE OF CONDUCT**

**EQUALITY OF OPPORTUNITIES AND NON-DISCRIMINATION**

**RESPECT FOR PERSONS**

**WORK-LIFE BALANCE**

**OCCUPATIONAL RISK PREVENTION**

**PROTECTION OF THE ENVIRONMENT AND SUSTAINABILITY POLICIES**

**COLLECTIVE RIGHTS OF FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING**

**WHISTLEBLOWING CHANNEL**

Konecta has made available to all company employees an easily accessible whistleblowing channel, through which they can bring to the attention of the Compliance Committee the detection of an allegedly illegal act or breach of Code of Ethics.

**CODE OF CONDUCT FOR SUPPLIERS**

**WORKING CONDITIONS**

- Non-participation and refusal of forced labour.
- Child labour will not be used or tolerated.
- Respect for people and non-discrimination.
- Decent employment.
- Respect for freedom of association and collective bargaining.

**PROFESSIONAL ETHICS**

- Carrying out its business activity with integrity, objectivity, transparency and honesty.
- Ensuring independence of the supplier’s performance.
- Confidentiality of Information.

**CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY POLICIES**

- Preservation, respect and protection of the environment.
- Compliance with legal requirements.
- Reduction of the environmental impact linked to its activities as far as possible.

**SUPPLY CHAIN**

Konecta has a specific procedure for approving and contracting suppliers that ensures compliance with the ethical standards included in the Code of Conduct for Suppliers, and the 10 principles of the Global Compact and the Environmental Policy of the company.

The company manages the registration and approval of its providers through its Procurement Portal, to which Argentina and Brazil joined in 2018. This incorporates all countries, except for UK. The Module for the Approval and Evaluation of Suppliers was also implemented throughout 2018.
CUSTOMER SERVICE

Speed, proximity and efficiency are the keys to Konecta’s customer service model. To this end, it manages a broad portfolio of solutions throughout the lifecycle of the relationship with brand users.

BPO SOLUTIONS

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

BACK OFFICE

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

SOCIAL MEDIA

Wide range of innovative tools that integrate various service channels in a single CRM for managing users’ needs through social networks. This allows a by-the-minute management of customer conversations through Twitter, Facebook, YouTube, WhatsApp and other social networks, and complements traditional channels.

DEFAULT RECOVERY MANAGEMENT

Default recovery management services for companies through a comprehensive process of debt claim management. Their strategies are aimed at achieving the recovery goals established for each portfolio, while preserving end-customer confidence and the brand image.

FIELD MARKETING AND MARKETING

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

SALES

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

With the mission to offer innovative IT services that contribute to the efficiency of management processes, and the digital evolution and transformation of the company itself and its clients, Konecta has designed an IT Strategic Plan, aligned with the following assumptions:

**Prioritising Virtual Technologies over Physical-Ly-Based Technologies.**

**Developing Platforms Easily Scalable in Cloud Environments.**

**Offering Robustness and High Levels of Reliability in Systems that Allow for a Reduction in the Time to Market, Costs and Response Times during Incidents.**

**Ensuring Security in All Systems.**

In this regard, Konecta has continued to work on the development of technological solutions for internal development, focusing on incorporating features that our clients demand, with regards to omni-channels, digitisation and standardisation. Special attention has also been paid to the opening of the technology services portfolio to be provided to our clients, as well as to the design of self-service-oriented tools.

These developments, together with the work of a group of consultants and professionals specialised in the definition and simplification of processes, enable the company to offer win-win projects that generate improvements in productivity, accompanied by an evolution in the new digital channels and the construction of cognitive solutions.

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**Konecta’s proprietary solutions**

**KCRM** *(CUSTOMER RELATIONSHIP MANAGEMENT)*

Contact management across multiple communication channels. Various additional modules and integrations make it a complete, uniform, robust and flexible tool.

- **Users**: 9,120
- **Annual Interactions**: 192M
- **Services**: 1,300

**KBOTS** *(AUTOMATED PROCESSES)*

Solution for the automation of manual administrative processes, performed repetitively. Capable of integration and performance on any external system. Flexible, fast and reliable.

- **Robots**: 351
- **Annual Executions**: 49M
- **Services**: 60

**EPIRON** *(SOCIAL MEDIA AND DIGITAL CHANNELS SOLUTION)*

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

- **Users**: 1,900
- **Annual Interactions**: 45M
- **Services**: 62

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**EVENT** *(INTERACTION MANAGEMENT CENTER)*

Debt collection management and recovery across multiple communication channels. Its structure makes it a versatile tool that provides a collaborative client-supplier model with great added value.

- **Users**: 327
- **Annual Interactions**: 2.5M
- **Services**: 20
DIGITAL TRANSFORMATION

Based on the company’s Business Plan, Konecta’s digital transformation strategy during 2018 mainly focused on the introduction and development of digital and cognitive solutions applied to the generation of new products and analytical data.

MAIN LINES OF ACTION IN 2018:

BUSINESS ANALYTICS

Leveraging Konecta Colombia’s extensive experience in analytical models, several teams of data scientists were created in Spain, Argentina, Peru, Mexico and Brazil and Chile.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>ADAPTATION OF BUYER PROPENSITY MODEL TO LOCAL ENVIRONMENTS.</th>
<th>AGENT PROFILING.</th>
<th>ENHANCEMENT IN CONTACTABILITY.</th>
</tr>
</thead>
</table>

908 Analyses conducted in 43 services

CREATION OF A BUSINESS ANALYTICS TEAM, CONSISTING OF 40 PROFESSIONALS IN DIFFERENT COUNTRIES.

OMNI-CHANNELS AND TRANSFORMATION IN DIGITAL CUSTOMER EXPERIENCE CENTRES

Development of operational transformation projects for clients from sectors as diverse as banking, insurance or media.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>DEPLOYMENT OF OMNI-CHANNEL SOLUTIONS.</th>
<th>DEFINITION OF NEW ASSISTANCE PROTOCOLS IN DIGITAL CHANNELS.</th>
</tr>
</thead>
</table>

PROGRAMMES FOR THE TRANSFORMATION OF RESOURCE PROFILES.

TRANSFORMATION OF THE SELECTION PROCESSES FOR AGENTS, TRAINING AND PERFORMANCE ASSESSMENT.

AUTOMATION

Projects aimed at improving efficiency by automating processes.

<table>
<thead>
<tr>
<th>ACTIVITIES</th>
<th>BACK-OFFICE PROCESSES IN PAY PLATFORM ENVIRONMENTS.</th>
<th>ROBOTS FOR GENERATING SAFE AND USEFUL REPORTS FOR TELECOMMUNICATION AND FINANCIAL SERVICES.</th>
</tr>
</thead>
</table>

AUTOMATION OF BANK RECONCILIATIONS IN DEBT RECOVERY PROCESSES.

MANAGEMENT CONSOLE FOR AUTOMATED PROCESSES IN THE FINANCIAL ENVIRONMENT.

EFFICIENCY IMPROVEMENT BY MEANS OF DIGITISATION

Economic model for the transformation of services, where client engagement is incorporated into the investment and the efficiencies generated are shared.

The model was implemented in 2018 in projects of various kinds:

<table>
<thead>
<tr>
<th>TYPES OF PROJECT</th>
<th>AUTOMATION AND ROBOTISATION OF PROCESSES.</th>
<th>OPTIMISATION OF FRONT / BACK OFFICE AND REPORTING.</th>
</tr>
</thead>
</table>

CREATION OF VIRTUAL SUPPORT AGENTS.

GENERATION OF BUSINESS OPPORTUNITIES FOR INCOME GENERATION.
EDUCATION: TOWARDS AN ENHANCED DIGITAL CULTURE

Throughout 2018, a number of training activities have been carried out in Spain, with the aim of deepening in the generation of a change-oriented culture towards new digital technologies and the adaptation of internal profiles to the new ways of interaction with current clients.

TYPES OF PROJECT

FACE-TO-FACE WORKSHOPS: DIGITAL TECHNOLOGIES, TOOLS FOR INNOVATION, RISK MANAGEMENT, SECURITY AND COMPLIANCE.

ON-LINE COURSES AND WEBINARS ON DIGITAL PROJECTS.

585 Participants in 2018 in Spain

13 Centres in Spain

FEATURED PROJECTS

PRODUCTS BASED ON ARTIFICIAL INTELLIGENCE

Konecta's strong commitment towards products based on AI resulted in the creation of Virtual Assistants or Chatbots. This product was implemented in some of our clients' websites and streamlined their service channels.

↑ 50,000 Average conversations per month

4 Chatbots implemented

KONECTA’S VIRTUAL AGENT

Professionals from the company, in collaboration with research groups at the University of Antioquia, boosted the design of an in-house Natural Language Processing (NLP) model, which will allow for the creation of the Konecta's Virtual Agent brand.

CULTURE OF INNOVATION

2018, we designed a client-focused digital transformation model, which aims to enable the generation of proactive proposals, so that end user experience is as digital as possible. This model, which includes the application of Service Design Thinking methodologies and involves multidisciplinary teams, obtained highly satisfactory results, to the point of becoming the benchmark of the transformation and improvement projects to be carried out.

CLICK

IN KEEPING WITH OUR CULTURE OF INNOVATION, IN 2018, WE LAUNCHED CLICK, KONECTA’S LABORATORY FOR INNOVATION AND CREATIVITY IN MEDELLIN. THIS IS A SPACE FULLY-EQUIPPED TO INSPIRE THE TEAMS WORKING ON INNOVATIVE PROJECTS TO IMPROVE EFFICIENCY, CUSTOMER EXPERIENCE AND PROFITABILITY OF SERVICES.

↑ 300 Initiatives

70% Of the initiatives turned into work plans

PRODUCT ENHANCEMENT

The year 2018 did not just witness the beginning of new projects, but also the work on improving those already consolidated in the company’s portfolio.

VIDEO ASSISTANCE

Also in 2018, we released the new product version of Video Llamada (Video Call), which includes as one of its main features, the ability to interact under this scheme from iOS devices. The other improvements implemented have to do with giving the product an approach that supports processes requiring personal assistance.

↑ 20% Increased productivity in technical support processes

OBJECTIVES:

Reducing desertions
Increasing potential clients
Increasing product sales
Fostering the use of other channels

CHARACTERISTICS

Remote assistance in car accidents
Vehicle inspection at insurance companies
Telehealth assistance and technical support services

↑ 2 Pilot tests in 2018
WE KONNECT WITH CLIENTS

Konecta’s process management approach, focused on continuously improving customer satisfaction, is developed under the Quality Management System, in line with the ISO 9001 requirements.

As a result of the company’s expansion towards new markets, territorial dispersion and multiculturalism are a reality for Konecta. These characteristics are inevitably transmitted to the various management systems that the company’s centres have implemented. This idiosyncrasy means that one of Konecta’s primary goals for the coming years is the gradual and controlled harmonisation in the integration of the different Quality Management Systems currently deployed.

2018 HAS BEEN DRIVEN BY THE MIGRATION TO THE NEW VERSION OF THE ISO 9001: 2015 STANDARD.

KONECTA COLOMBIA

The following actions were launched in 2018:
• Implementation and preparation project for the certification of the Information Security Management System, in accordance with ISO 27001 requirements.
• Reception and parameterisation of the new version of the “ISOLUCION” Quality Management System software.

KONECTA BRAZIL

Konecta Brazil has implemented various Quality Reports to improve follow-up of operations, so that they may help in the management decision-making process. The initiatives are the following:
• Monthly meetings with the operational management for strategic definitions.
• News 360: Weekly report with the results of the indicators on the quality of operations.

KONECTA PERU

Three milestones represent the improvements implemented in 2018 by Konecta Peru:
• For the third year in a row, Konecta Peru passed the external audit of the management system with zero nonconformities.
• Conduction of a more thorough follow-up on compliance with the requirements of campaigns by the 2Mares application, and requirements focused on continuous improvement.
• Improvement in the performance assessment of middle and senior managers, in a systematic way through the application of the results of the tool.

CUSTOMER EXPERIENCE

Konecta’s Customer Experience strategy in 2018 focused on B2C (Business-to-Customer), with the definition of strategies to improve end-customer experience and the end users experience of its Contact Centre.

The design of survey models allowing to obtain information from users is a basic pillar for this new strategy:

• Implementation and preparation project for the certification of the Information Security Management System, in accordance with ISO 27001 requirements.
• Reception and parameterisation of the new version of the “ISOLUCION” Quality Management System software.

TO MEET THE GOALS SET FOR 2018 AND 2019, THE QUALITY AND CUSTOMER EXPERIENCE DEPARTMENTS JOINED FORCES TO ACHIEVE A MORE GLOBAL PRISM AND MORE EFFICIENT SUPPORT.

This strategy has expanded its area of influence with Quality and B2B (Business-to-Business) Experience models. Konecta diagnoses and projects its expertise in leading brands from different sectors to evolve the services it manages.

BRANDS

Assessing the impact of interactions.

KONECTA OPERATIONS

Establishing a Total Quality model to level the overall performance results of its agents and teams.
MAIN LINES OF ACTION

Konecta’s lines of action for 2018 are divided into two large groups. On the one hand, Experience Design and Management, centred on the user and, on the other hand, Learning Management focused on the development of the company’s human talent.

EXPERIENCE DESIGN AND MANAGEMENT

Definition of Service Experience Design and effective Project Management
Development of technical competencies and skills within the Service Experience Design Team
Networking with associations specialised in project management and service design
Re-design of current client operations focusing on operational excellence, efficiency and process digitalisation
Definition and development of the Service Experience Designer profile
Metric systems for assessing user experience in digital environments
Exploration of the Automatic Quality Assessment / User Experience system
Automation for the control of the assessment process
Incorporation of the Corporate Client Experience Management System

LEARNING MANAGEMENT

Redesign of collaborator’s learning experience (Digital Citizen)
Redesign of the trainer’s experience (Digital Trainer)
Redesign of learning spaces and infrastructure (Digital Environments)
Systematisation of the training process

CEX FEATURED PROJECTS

BOOTCAMP DXS

In 2018, the training plan on the Methodology for Service Experience Design started with Konecta’s operational staff. The launch of this training is a breakthrough in the vision of the company to incorporate Service Experience Design to its value proposition.

This training model, with a largely practical approach, seeks to develop the skills and competencies of the operating staff from the experience of co-creating people-centred services (users/customers/employees), in order to design usable and desirable solutions that integrate people, channels and experiences.

THE PARTICIPANTS WHO STUDIED THE METHODOLOGY AND TOOLBOX OF SERVICE EXPERIENCE DESIGN OBTAINED A SCORE OF 84.92 OUT OF 100 POSSIBLE POINTS.

THE AVERAGE SCORE OF THE KNOWLEDGE OF PARTICIPANTS IN THE FIRST STAGE OF THE BOOTCAMP DXS WAS 86.17 OUT OF 100 POSSIBLE POINTS.

MENTORING AND PRODUCTION LABORATORIES

The launch of Mentoring boosted the knowledge of tutors in virtual learning environments and the creation of educational content to enrich the pedagogy applied to training. This is the reason behind the Production Laboratory, a space for tutors where they are instructed in the use of ICTs to develop their own on-line courses.

56 Tutors qualified as Experts
2 Mentoring Labs
WELCOMING PROCESS FOR NEW EMPLOYEES

The welcoming process for new Konecta employees has gone from the traditional face-to-face scheme to a virtual environment, which may be accessed remotely from anywhere. This process, which is more efficient, has increased the number of people performing the process without diminishing the quality.

TRAINING PATHS

IN DECEMBER 2018, 72% OF NEW EMPLOYEES FOLLOWED THE INDUCTION PROGRAMME TO THE COMPANY IN AN ON-LINE BASIS

EXPERIENCE LEARNING

FORUMCX

SERVICE ENHANCEMENT

MANAGEMENT OF OPERATIONAL PROJECTS

During 2018, we continued working on plans to improve efficiency and automation. Some examples of this are the 529 operational projects executed by Konecta Colombia, 52.94% of which were aimed at improving operational excellence. These projects, whose main objective is to improve efficiency and productivity, correspond to initiatives encompassing Automation, RPA (Robotics), Systematisation and Digital Transformation.

95.27% Satisfaction with the projects executed
0.91 SPI (Schedule Performance Index)
83.82% Quality in the execution of projects

STRENGTHENED COMPETENCIES IN PROJECT MANAGEMENT

COMPETENCIES STRENGTHENED IN EXPERIENCE DESIGN

DEVELOPMENT OF TECHNICAL SKILLS AND ABILITIES

In 2018, a diagnosis of the Service Experience Design Team was carried out to assess their competencies on project management and experience design, to identify any weak points and strengthen them.

5 Meetings in 2018

Routes mapped and systematised compared to 2017

Routes mapped and systematised in 2018

FORUMCX USED TECHNIQUES AS INNOVATIVE AS LEAN COFFEE AND IDEA PRIORITIZATION MATRIX.

IN 2018, Konecta Argentina launched ForumCX, a multidisciplinary forum in which a list of actions and innovative ideas that eventually became part of important projects were developed during the year, through the use of new techniques and models.

IMPROVEMENT IN THE METHODOLOGIES APPLIED DURING THE INITIAL TRAINING.

IN DECEMBER 2018, 72% OF NEW EMPLOYEES FOLLOWED THE INDUCTION PROGRAMME TO THE COMPANY IN AN ON-LINE BASIS

IMPROVED ACCESSIBILITY OF INFORMATION WITH WEB ACCESS.

REDUCTION OF CONSULTATION TIMES WITH ACCESS TO REAL-TIME INDICATORS.

AUTOMATION OF THE LEARNING PROCESS.

PLANNING_COMMUNICATION_TEAM WORK_CONFLICT MANAGEMENT_RESULT-ORIENTED APPROACH_CHANGE MANAGEMENT

EMPATHY_COMMUNICATION_SYNTHESIS_VISION_STORYTELLING_SYSTEMATIC THINKING_CREATION / PROTOTYPING

DEVELOPMENT OF TECHNICAL SKILLS AND ABILITIES

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FORUMCX

In 2018, Konecta Argentina launched ForumCX, a multidisciplinary forum in which a list of actions and innovative ideas that eventually became part of important projects were developed during the year, through the use of new techniques and models.

IMPROVED DESIGN AND IMPLEMENTATION OF CURRICULA.

DIMENSIONING OF TIMES TO IMPROVE EFFICIENCY.

IMPROVEMENT IN THE METHODOLOGIES APPLIED DURING THE INITIAL TRAINING.

IMPROVED DESIGN AND IMPLEMENTATION OF CURRICULA.

95.27% Satisfaction with the projects executed
0.91 SPI (Schedule Performance Index)
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STRENGTHENED COMPETENCIES IN PROJECT MANAGEMENT

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DEVELOPMENT OF TECHNICAL SKILLS AND ABILITIES

In 2018, a diagnosis of the Service Experience Design Team was carried out to assess their competencies on project management and experience design, to identify any weak points and strengthen them.
Konecta organised the 14th edition of the Expocontact Conference, aimed at major clients and service providers in the industry. On this occasion, the event revolved around the technological boom and impact of Artificial Intelligence in the sector, emphasising the role of professionals in the face of the growing incorporation of robots to operations.

Among the latest developments of this edition, the organisation of a round table, with the participation of representatives of major companies specialised in the provision of outsourcing and BPO services was particularly remarkable.

### Client Satisfaction

Konecta monitors the level of client satisfaction through surveys especially designed for this purpose. The responses were analysed by areas and business units, recommendation or detraction levels.

#### Spain
- Participants: 76 contacts and 38 clients
- Participation: Clients (41.3%), Contacts (30.4%)
- Average satisfaction: 3.84/5.00
- Promoters: 52.9%

#### Argentina
- Participants: 27 contacts and 10 clients
- General satisfaction: 88.9%
- TTB (Top Two Box): 81.5%
- NPS (Net Promoter Score): 41.9%

#### Colombia
- Participants: 126 contacts and 39 clients
- Participation: 74.6%
- General satisfaction: 8.80/10.00
- TTB (Top Two Box): 85%
- Promoters: 55.73%

#### Mexico
- Participants: 21 clients
- Participation: 53%
- General satisfaction: 81%
- NPS (Net Promoter Score): 33.3%

#### Peru
- Participants: 62 contacts and 15 clients
- Participation: 68.89%
- Promoters: 32.26%
- NPS (Net Promoter Score): 8.07%*

* Decrease compared to the data of 2017 (42.75%) due to a change in methodology.

### Spain: The percentage of promoters increased 87.5% with respect to 2017. Average satisfaction increased by 0.84 points compared to last year.

### Colombia: Recommendations with respect to the previous year is higher by 26.57 points, which is a significant fact as the turnout was 33% higher in 2018.

Expocontact, one of the leading events in the contact center sector in Spain, is aimed at analysing the present and future of this important business sector.
CERTIFICATIONS AND ACCOLADES

CERTIFICATIONS

ARGENTINA
ISO/IEC 27001 - Data Security
Registered Controller 2018 - National Office for the Protection of Personal Data

CHILE
ISO 9001 - Quality Management System

COLOMBIA
ISO 9001 - Quality Management System
PCI – DSS - Payment Card Industry Data Security Standard
Socially Responsible Certificate - Fenalco Solidario
Equipares Silver Certification Seal

SPAIN
ISO 9001 - Quality Management System
ISO 14001 - Environmental Management System (3 centres)
PCI – DSS - Payment Card Industry Data Security Standard

MOROCCO
ISO 9001 - Quality Management System

MEXICO
Certification from the National Institute of Transparency - Access to information and protection of B-Connect data for the AMEX service
ISO 9001 - Quality Management System
ISO/IEC 27001 - Data Security
World-class Global CIC model
ITIL PEOPLE
ICREA - Level II
NYCE - Personal Data Protection
SEP - Conocer
ESR Seal 02018 - Socially Responsible Company
EFR - Family-Friendly Company

PERU
ISO 9001 - Quality Management System
COPC - Standardisation of Quality and Work Force processes (CDG9 and HR)

PORTUGAL
ISO 9001 - Quality Management System

UNITED KINGDOM
ISO 9001 - Quality Management System

AWARDS AND ACCOLADES 2018

ARGENTINA
PAMOIC - GOLD
Best Outsourcing Company Operation
Best Recovery Strategy
Multi-Channel Strategy
PAMOIC - SILVER
Best Customer Experience Management
Best Contribution in Social Responsibility
Best Management of Human Capital
ALOIC - GOLD
Best Technological Contribution with the case "Epiron 3.0"
Best Contribution in Social Responsibility
AWARDS AND ACCOLADES 2018

AWARD
COLOMBIA
COLOMBIAN ASSOCIATION OF CONTACT CENTRES AND BPO AWARDS - GOLD
Best Comparative Service Centre
COLOMBIAN ASSOCIATION OF CONTACT CENTRES AND BPO AWARDS - BRONZE
Corporate Social Responsibility
ALOIC - GOLD
Best Multi-Channel Strategy
Best Human Capital Management
ALOIC - SILVER
Best Organisational Strategy
ALOIC - BRONZE
Best Outsourcing Company Operation
RECOGNITIONS FROM CLIENTS
Aliados Bancolombia Award, First Place in the Business Humanisation Strategy

PERU
"SAFE COMPANY" SEAL
Awarded by the Ministry of Labour and Employment Promotion
APEXO EXPERIENCE AWARDS
Best Human Capital Programme
1ST PLACE - GOOD LABOUR PRACTICES
Awarded by the Ministry of Labour and Employment Promotion
4TH PLACE IN THE 4TH EDITION OF THE PAR RANKING
Gender equality ranking for organisations

SPAIN
9TH EDITION OF THE SERES AWARDS TO KONECTA-FUNDACION INTEGRALIA DKV
Integration of disadvantaged youth in Peru
SOLIDARITY INSURANCE PRIZE TO KONECTA FOUNDATION
In recognition of the project “La Azotea Azul”, intended to provide a recreational area for children admitted to the Virgen del Rocío Hospital (Seville)

PORTUGAL
APCC BEST AWARDS - Silver: Best insurance and assistance line- Zurich Help Point Line

AFFILIATIONS WITH ASSOCIATIONS 2018

ASSOCIATION
ARGENTINA
Argentine Chamber of Contact Centres (CACC)
Latin American Alliance of Organizations for Interactions with Clients (ALOIC)
Argentine Institute of Corporate Responsibility - Latin American Alliance of Organizations (IARSE)
Club of companies committed to the inclusion of persons with disabilities (CEC)

CHILE
Chilean Chamber of Commerce (CCS)
Spanish Chamber of Commerce in Chile (CAMACOE)

COLOMBIA
Colombian Association of Contact Centres and BPO (ACDECC)
Colombian Association of Credit, Billing and BPO Ecosystems
Fenalco Solidario National Corporation
Association of Human Management (ACRIP)
Colombian Technical Standards Institute (ICONTEC)

PERU
NETWORKING:
PRIDE CONNECTION: Best practices for the LGBTI community
PAR COMMUNITY: Best practices on gender equality
IGUALES: Best practices on gender equality
CHAMBERS:
Chamber of Commerce of Lima
Chamber of Commerce of Chiclayo
Chamber of Commerce of Spain in Peru
American Chamber of Commerce in Peru
Peruvian Association of Customer Experience (APEXO)

MEXICO
Mexican Institute of Teleservices (IMT)

SPAIN
Association of Customer Experience Companies (CEX)
Spanish Association of Experts in the Customer Relations (AEERC)
Spanish network of the UN Global Compact
Inserta Responsible Forum
Companies for a free from gender-based violence society, Ministry of Health, Social Services and Equality
Alliance for Latin America Business Council (CEAPI)
Andalusian Confederation of Employers
Chamber of Commerce of Seville
Spanish Association of Foundations (KONECTA FOUNDATION)

PORTUGAL
Portuguese Association of Contact Centers (APCC)
Portuguesa-Spanish Chamber of Commerce
IV. Our social dimension

Konecta’s business goals and human capital management strategy are aligned to ensure the sustained growth of the business together with its employees’ professional development and the progress of society.

This year, the company fostered the start of pilot tests to incorporate digital technologies associated with teleworking to facilitate daily life and improve the satisfaction of collaborators. In the same vein, it maintained its social benefits and work-life balance programmes, proving that a new business model is indeed possible.

With regard to Konecta’s relationship with society, the company planned and developed lines of action on Social Responsibility with the support of the Foundation, under a framework of international cooperation among its various offices, with special emphasis on initiatives related to groups at risk of exclusion, and particularly on people with disabilities.

HUMAN CAPITAL
QUALITY EMPLOYMENT
GOALS

+ 58,000
Employees

+ 5,000,000
Hours of Training

VISION
ATTRACTING AND RETAINING TALENT
PROMOTING PROFESSIONAL DEVELOPMENT
ENCOURAGING THE SENSE OF BELONGING, ENGAGEMENT, IDENTITY AND INTEGRATION
PROMOTING THE CREATION OF QUALITY EMPLOYMENT
PROVIDING A SAFE AND HEALTHY WORK ENVIRONMENT
ENSURING OUR COMMITMENT TO EQUALITY AND SOCIAL INTEGRATION
As one of its main competitive advantages, Konecta is committed to the development of its human resources as one of its key success factors. These figures illustrate that the number of employees is in line with the capacity of the existing offices. Likewise, Konecta's development has had a significant impact on Spanish-speaking countries, with a strong presence in countries such as Spain, Colombia and Peru.

This year, there was a ratio of 1.7 women hired for each hired man. Also, the average employee age is approximately 32 years old. With regard to the activities, only 8.4% of the activities are outsourced. This shows Konecta’s wide self-sufficiency.

66% of Konecta’s staff is made up of women.
Although percentages show that most temporary contracts are for women, it is necessary to explain that it is due to the gender distribution of the workforce. As there are more women, the amount of permanent and temporary hiring of women is higher.

**KONECTA COLOMBIA WAS AWARDED THE GOLD AWARD FOR BEST HUMAN CAPITAL MANAGEMENT BY ALOIC.**

**KONECTA ARGENTINA WAS AWARDED THE SILVER AWARD FOR BEST HUMAN CAPITAL MANAGEMENT BY PAMOIC AND ALOIC.**

### SPAIN

A review and restructure of the recruitment area was carried out in 2018 to transition to a more centralized model. This quest for enhancing efficiency has been organised in several projects:

- **RECRUITMENT**
  - Adaptation of the hiring process to the new business model
- **ENHANCEMENT OF THE EMPLOYEE EXPERIENCE**
  - Welcome Manual
  - Follow-up of approval indicators
- **DEVELOPMENT**
  - Boost to internal development
  - Adaptation of roles and services
- **CORPORATE IDENTITY**
  - Reinforcement of the corporate culture

### PERU

The Human Management Strategy of Konecta Peru included the following lines:

- **TALENT MANAGEMENT**
  - Boosting the development of middle and senior managers
  - Boosting women’s leadership through the LIFE Programme
- **WORKING ENVIRONMENT**
  - Evaluation of the working environment
  - Benchmark with Peruvian companies
- **EQUALITY AND INTEGRATION**
  - Promotion of labour integration
  - Actions under inclusion principles
  - Promotion of a non-discriminatory culture

**KONECTA PERU WAS HONOURED BY GREAT PLACE TO WORK PERU AS ONE OF THE 20 BEST COMPANIES TO WORK FOR WOMEN.**

### QUALITY EMPLOYMENT

The actions carried out by Konecta in 2018 had the goal of providing quality employment sustainably for its employees and for society. Therefore, this year’s plans, programmes and projects stemmed from decisions made according to the values promoted by Konecta.

Konecta evaluates, on an annual basis, the perception of employees regarding job satisfaction in the company. In 2018, the participating countries were Argentina, Chile, Colombia, Mexico, Peru and Portugal. The method most commonly used this year was Konecta’s internal survey model. However, offices like Konecta Peru opted for the Great Place to Work survey model, which set the foundations for developing future action plans.

**BEST PARTICIPATION DATA**

- **Argentina** → 96%
- **Peru** → 88%
- **Colombia** → 75%

### TRAINING

Konecta has carried out comprehensive training plans in face-to-face and e-learning environments that span across the company, with a particular focus on the operational and complementary training in the areas of leadership, professional skills, in addition to training plans related to diversity and integration.

As part of the cultural change driven by digital transformation, Konecta is working on an interesting training itinerary aimed at adapting existing profiles, focusing on the evaluation of digital skills, but also on identifying other social skills. These points are discussed more extensively in the section devoted to Digital Transformation and Customer Experience Learning Management.

**DO YOU CONSIDER KONECTA AS AN EXCELLENT PLACE TO WORK?**

- **APPROXIMATELY 80% OF RESPONDENTS AGREE.**
  - **MORE THAN € 1,000,000 INVESTED IN SKILLS TRAINING IN SPAIN.**
**WELFARE AND WORK-LIFE BALANCE**

Konecta continues to promote bespoke social benefits and work-life balance plans to ensure that professional activities do not limit the development of the personal lives of employees.

To this end, we have worked on targeted measures to support labour disconnection, subject to the nature of the activity carried out by the staff in the company.

These measures include automatic switch-off timers of the air conditioning / heating system, restricted access to our centres during certain hours, weekends and holidays, as well as the establishment of access timetables to car parks with predetermined entrance and exit schedules. Similarly, the use of telematic means such as teleconferences or videoconferences, both for meetings and for staff training, is enhanced to minimise the number of visits and meetings after 6 pm.

Staff whose activity is directly linked to customer service operations is subject to the schedules of the various campaigns. Several shifts are established for organising the workload given the nature of the activity, always complying with the legislation or agreement in force.

This culture of responsible business was broken down into different activities, plans and projects throughout 2018:

**WELFARE**

- **RELIEF CREDITS**
  3,800 credits in 2018 for education, fatalities, births, notary costs and life insurance

- **35 BUSINESS PARTNER**
  accompaniment to employees

**LEISURE SOCIAL BENEFITS AND FOOD VOUCHERS**

**WORK-LIFE BALANCE**

- **FLEXIBLE WORKING HOURS**
- **TELEWORK PILOT PROJECT**
- **CREATION OF NURSING ROOMS**
- **PRIORITY IN THE CHOICE OF HOLIDAY DATES FOR PARENTS**

**INTERNATIONAL**

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>TRAINING HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chile</td>
<td>199,570</td>
</tr>
<tr>
<td>Argentina</td>
<td>256,435</td>
</tr>
<tr>
<td>Brazil</td>
<td>12,462</td>
</tr>
<tr>
<td>Colombia</td>
<td>2,229,934</td>
</tr>
<tr>
<td>Spain</td>
<td>485,169</td>
</tr>
<tr>
<td>Morocco</td>
<td>990</td>
</tr>
<tr>
<td>Mexico</td>
<td>421,116</td>
</tr>
<tr>
<td>Peru</td>
<td>1,444,895</td>
</tr>
<tr>
<td>Portugal</td>
<td>34,184</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>68,143</td>
</tr>
<tr>
<td><strong>TOTAL HOURS</strong></td>
<td><strong>5,152,898</strong></td>
</tr>
</tbody>
</table>

**INVESTED IN TRAINING IN 2018**

15,288,807 €

**HOURS OF TRAINING DELIVERED IN 2018**

5,152,898
In order to communicate work-life balance measure to Konecta Spain employees, a series of specific information and awareness campaigns were conducted. Among the many available measures, we find the following:

**OTHER DISTINGUISHED MEASURES**

**COUNTRY** | **MEASURES**
--- | ---
ARGENTINA | Discounts at universities, shops and gyms
 | Delivery of new-born kits
 | Priority vacation choice for parents
 | Delivery of Start-of-school kits

BRAZIL | Multi-benefit card with discounts at various shops
 | Gympass, discounts at gyms
 | Psychological, financial and legal advice programmes
 | Working woman coupon

CHILE | Maintenance of MUNDO ACHS (a programme of additional benefits of the Chilean Safety Association), which grants various benefits to collaborators.

MEXICO | Health and Sports Days

PERU | Labour relations plan that includes flexible working hours, maternity, paternity and / or adoption leaves, discount agreements in shops and leisure, and the promotion of after-work activities.

UNITED KINGDOM | Launch of the EDENRED incentive programme

**KONECTA GIVES AN AVERAGE OF 2.46 WEEKS’ NOTICE (•) TO ITS EMPLOYEES BEFORE ANY SUBSTANTIAL CHANGE IN THEIR WORKING CONDITIONS.**

**KONECTA IS COMMITTED TO A DIFFERENT ORGANISATIONAL MODEL**

**HARNESSING THE POTENTIAL AND SKILLS OF THE ENTIRE STAFF**

**ENSURING A CONTEXT OF EQUAL OPPORTUNITIES FOR ALL FEMALE EMPLOYEES**

**GENDER EQUALITY AS AN ORGANIZATIONAL TRAIT**

**DEVELOPING ITS WORK WITH AND IN FAVOUR OF THE COMMUNITY, WHERE WOMEN ARE ESSENTIAL TO KONECTA**

**KONECTA RESPECTS DIVERSITY. PROMOTION OF NON-DISCRIMINATION**

**2,321**

Parental leaves

**KONECTA** recognises the value that comes with the presence of various profiles on its teams and dedicates resources aimed at providing a free and safe environment, where equality and integration of all employees is encouraged. To this end, it establishes and develops a series of framework policies for equal treatment and opportunities, as well as programmes for the integration of people at risk of exclusion.

**KONECTA Foundation** supports the organisation at all levels providing its expertise for the inclusion of people with disabilities in the company and their standardised integration, through the CSR coordinators present at our offices, who contribute to the detection of their needs, especially in terms of accessibility.

Similarly and systematically, when a person with special needs is hired, its profile is transferred to the Occupational Health and Safety department to carry out the necessary adjustments in the work station, based on its disability.

**EQUALITY AND INTEGRATION**
ARGENTINA

PROGRAMME AGAINST GENDER-BASED VIOLENCE

Konecta Argentina has implemented various mechanisms that provide safe spaces against gender-based violence. This programme includes the following elements:

- Implementation of policies that guarantee equal treatment and opportunity
- Cooperation in the fight against gender violence with state entities and NGO’s
- Support with advice in cases of conflict
- Early detection mechanisms

LABOUR INTEGRATION PROJECT FOR PEOPLE WITH DISABILITIES

Konecta Argentina developed its first formal project for hiring people with disabilities. The project has the following stages:

- STAGES
  - TRAINING FOR LIFE AND WORK: Support to 26 youths with disabilities
  - TRAINING ON INCLUSIVE SEARCH
  - SEMINAR ON BETTER SEARCHING FOR EMPLOYMENT: Support to 50 persons with disabilities
  - SEMINARS ON INCLUSION
  - IBEROAMÉRICA FORUM

SPAIN

KONECTA BTO EQUAL OPPORTUNITIES PLAN

2018 marked the first anniversary of the Konecta BTO Equal Opportunities Plan. During this period, 83 records were reviewed by the Equal Opportunities Commission. Also, the first steps to establish a protocol for sexual or gender-based harassment for the BTO Working Group were taken.

KONECTA SAT EQUAL OPPORTUNITIES PLAN

Similarly, the Konecta SAT Equal Opportunities Plan was created in May 2018. This year, the plan focused on the review of the 33 records sent to the Equal Opportunities Commission.

COLOMBIA

EQUIPARES SEAL

In 2018, Konecta Colombia was awarded the Equipares Silver Seal, an achievement that has proven the effectiveness of the actions undertaken with regards to equal opportunities. For this purpose, a number of goals and priorities, developed in the span of two years, were established.

KONECTA MONTERÍA

2018 marked the third anniversary of the creation of the Konecta office in Montería. Today, there are 570 employees, 345 of whom belong to the Programme for victims of the armed conflict and forced displacement.

SUPPORT TO THE “40,000 PRIMEROS EMPLEOS” PROGRAMME

Konecta Colombia was among the first companies in the country to collaborate in this project of the national government to facilitate access to the labour market of 183 inexperienced youths.

PERU

The actions carried out by Konecta Peru during 2018 were as follows:

- Signing of the Equality Plan
- Preparation of gender-based violence prevention protocols
- Awareness campaigns against harassment
- Adjustment of the recruitment processes to include people with disabilities
- Specific follow-up on staff members with disabilities

Thanks to this itinerary, Konecta Peru was recognised for its good labour practices, which promote equal opportunities under the principles of non-discrimination.
TALENT ATTRACTION

In an effort to attract new talent, Konecta fostered the creation of different measures to promote equal opportunity employment across its office network.

A redefinition of the Welcoming Plan, which has been one of the projects on which a significant amount of Human Capital resources has been invested, was undertaken, as Konecta is fully aware of the impact of the first days in the Employee Experience and how this may affect the retention of talent.

In an effort to attract new talent, Konecta fostered the creation of different measures to promote equal opportunity employment across its office network.

A redefinition of the Welcoming Plan, which has been one of the projects on which a significant amount of Human Capital resources has been invested, was undertaken, as Konecta is fully aware of the impact of the first days in the Employee Experience and how this may affect the retention of talent.

PROFILE OF PEOPLE WITH DISABILITIES IN KONECTA SPAIN:

- 66% women
- 50.80% are 45 years old or more
- 70.40% have a permanent contract
- 9.20% have middle management positions
- 8 years of average seniority

IN SPAIN: 2.04% EMPLOYEES WITH DISABILITIES IN 2018

OTHER DISTINGUISHED MEASURES

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>MEASURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>BRAZIL</td>
<td>Awareness campaigns for the inclusion of professionals with disabilities</td>
</tr>
<tr>
<td></td>
<td>Committee with Staff with disabilities and the management</td>
</tr>
<tr>
<td>CHILE</td>
<td>Rules of Procedure</td>
</tr>
<tr>
<td>MEXICO</td>
<td>Equal Opportunities Policy</td>
</tr>
<tr>
<td></td>
<td>Code of Conduct</td>
</tr>
<tr>
<td>UNITED KINGDOM</td>
<td>Equal Opportunities Policy</td>
</tr>
</tbody>
</table>

KONECTA PERU SUBSCRIBED THE “SOMOS PARES” COVENANT, COMMITTING ITSELF TO RESPECT, DIVERSITY, INCLUSION, AND THE PROMOTION AND MANAGEMENT OF GENDER EQUALITY.

KONECTA PERU RANKS 4TH IN THE 2018 PAR RANKING, ONE POSITION HIGHER THAN IN 2017. THIS RANKING EVALUATES GOOD BUSINESS PRACTICES ON GENDER EQUALITY.

COUNTRY MEASURES

ARGENTINA
- Programme to improve the employability of people with disabilities: 76 beneficiaries
- Labour integration project for people with disabilities

BRAZIL
- Youth training scheme: 52 young trainees
- Programmes for employment generation: 115 new employees

CHILE
- Programmes for employment generation
- Youth employment subsidies

COLOMBIA
- Youth training scheme: 642 trainees
- Programmes for employment generation: 183 youths of the “40 mil primeros empleos” programme

SPAIN
- Creation of a new recruitment model: 48 trainees

MEXICO
- Programmes for employment generation

PERU
- Pilot employment programme for women victims of violence and trafficking: 3 women placed in the labour market

PORTUGAL
- Recruitment actions in fairs: 5 people with disabilities currently in the hiring process

PROACTIVE RECRUITMENT MODEL
- Incorporation of a harmonised methodology
- Multi-posting and application monitoring tools
- Projects made up of specialised consultants
- Support by the recruitment centre
- Process enhancement proposals

IN SPAIN: 2.04% EMPLOYEES WITH DISABILITIES IN 2018

- 50.80% are 45 years old or more
- 70.40% have a permanent contract
- 9.20% have middle management positions
- 8 years of average seniority

IV_OUR_SOCIAL_DIMENSION
HEALTHY COMPANY

Konecta promotes a culture of safety, health and labour welfare, which is organised under internal procedures for the prevention of occupational hazards and includes training in specific prevention.

ARGENTINA

NEW TOOL FOR SAFETY AND HYGIENE MANAGEMENT

In 2018, we added a new web platform that allows managing Konecta’s procedures and Safety and Health documentation. Furthermore, this new tool allows for monitoring accident statistics and the use of action panels and required tasks.

NEW SECURITY PROTOCOLS

During this period, all evacuation, fire, flood, robbery, bomb threat, earthquake and social uprising protocols have been duly updated.

COLOMBIA

NEW OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

In 2018, Konecta Colombia decided to address the implementation of a Management System for Safety and Health at Work. As a notable example, it was possible to start the implementation of all components of the Management System at the Montería office as of August, with positive results in: involvement and engagement in health prevention and promotion programmes, emergency management and periodic medical examinations.

ACTIONS

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARGENTINA</td>
<td>Safety and Occupational Health Policy</td>
</tr>
<tr>
<td></td>
<td>Health monitoring by phonoaudiologist</td>
</tr>
<tr>
<td></td>
<td>Hygiene and Safety management tool</td>
</tr>
<tr>
<td>BRAZIL</td>
<td>Internal Commission for Accident Prevention</td>
</tr>
<tr>
<td>CHILE</td>
<td>Safety and Occupational Health Policy</td>
</tr>
<tr>
<td></td>
<td>Delivery of ergonomic kits</td>
</tr>
<tr>
<td></td>
<td>Facility inspection programmes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Activities related to the documentation pertaining to the Occupational Health and Safety Management System Manual</td>
</tr>
<tr>
<td></td>
<td>Update of risk detection</td>
</tr>
<tr>
<td></td>
<td>Creation of a new reporting tool in the event of unsafe acts or conditions for Safety and Health at Work</td>
</tr>
<tr>
<td>COLOMBIA</td>
<td>Creation of a procedure for monitoring contractors and suppliers in relation to Health and Safety aspects</td>
</tr>
<tr>
<td></td>
<td>Occupational medical assessments: 19,000 pre-entry tests, 1,133 periodic examinations, 40 post-incapacity tests and 16 post-retirement tests</td>
</tr>
<tr>
<td></td>
<td>Execution of 10 drills, with a participation of 1,973 employees</td>
</tr>
<tr>
<td></td>
<td>Coordination of business activities</td>
</tr>
<tr>
<td>SPAIN</td>
<td>Safety and Occupational Health Policy</td>
</tr>
<tr>
<td></td>
<td>Execution of drills in all centres</td>
</tr>
<tr>
<td></td>
<td>Definition of measures to protect the safety and health of employees under the telework scheme</td>
</tr>
<tr>
<td>MEXICO</td>
<td>Creation of the Health and Safety Committee</td>
</tr>
<tr>
<td>PERU</td>
<td>Internal legal compliance audit on Safety and Health at Work with 0 nonconformities</td>
</tr>
<tr>
<td></td>
<td>Health and Safety inspections to suppliers with a compliance score of 85%</td>
</tr>
</tbody>
</table>
**TRAINING, COMMUNICATION AND SEMINARS**

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>TRAINING, COMMUNICATION AND SEMINARS</th>
</tr>
</thead>
</table>
| **ARGENTINA** | Training on the proper use of voice  
Training on leadership for the promotion of good habits |
| **BRAZIL**    | Training of 160 brigadiers in case of emergency  
“SIPAT” information campaigns (Internal Week for the Prevention of Accidents at the Workplace) |
| **CHILE**     | Training and information campaigns on Safety and Health at Work                                   |
| **COLOMBIA**  | Organisation of 19 work roundtables with health entities, occupational health administrator and the legal and labour area  
Execution of 3,825 sections of the “Ponte en Movimiento” programme (on active pauses) with the participation of 41,260 employees  
Execution of 109 activities related to safety and health culture, with the participation of 21,883 employees |
| **SPAIN**     | Training on Occupational Safety and Health with a total amount of 13,220 hours                   |
| **MEXICO**    | Anti-Harassment campaigns  
Creation of the Health and Safety Committee                                                       |
| **PERU**      | The “Amigo elegido” campaign, which achieved a 37% reduction in transportation accidents  
Information campaigns related to Safety and Health at Work, with the participation of 7,583 employees  
E-learning training programmes on Safety and Health at Work, with participation of 66%  
Training of 123 brigadiers for emergencies |

Moreover, the average of employees covered by collective agreement is around 42%. This is due to differences between the laws of the countries in which Konecta operates. It is worth underlining that the countries where there is a percentage lower than 100% of employees covered by collective agreement, are those where said agreements are regulated by other legislative channels.

Finally, in compliance with Konecta commitments regarding the safety and health of its employees, this year, we have developed programmes for close monitoring of safety performance.

To do this, we have used indicators associated with the frequency rate and severity rate. As the chart shows, the results in 2018 were excellent, in particular, the low levels of these indicators and the fact that during 2018 there were no occupational fatalities due to the implementation of measures in line with Konecta’s Health and Safety Policy.

In addition, the data from days lost due to accidents at work serve to set the future lines of action in those countries with greatest difficulties.
Konecta is a growing company with a significant impact on job creation. The idiosyncrasy of the business in which the company operates causes a high turnover in staff. Despite this, the ratio of dismissals against hiring shows that Konecta indeed has a very positive impact on the employability of the communities in which it operates.

As can be seen, in 2018 there were more dismissals of women than men. In total, the ratio is 55% of laid-off women and 45% of laid-off men, as this balance is due to the gender distribution of the workforce. Another fact that explains the number of dismissals and the turnover rate lies in the ratios of women / men laid off for every woman / man hired, which shows that there is a higher incidence of dismissals among men.

The effort carried out to establish and implement programmes that help retain talent is reflected on the rates of voluntary turnover of men and women, which were lower in 2018 than in 2017.

As can be seen, the number of dismissals and the turnover rate lies in the ratios of women / men laid off for every woman / man hired, which shows that there is a higher incidence of dismissals among men.

GOALS FOR 2019
- Improving the results of the working environment surveys
- Improving talent attraction processes
- Increasing labour integration among people at risk of exclusion
- Development of new benefits for Konecta employees
- Reducing the number of accidents
- Generate a preventive culture within Konecta
- Training in health and safety at work
KONECTA UNDERSTANDS CORPORATE RESPONSIBILITY AS A WAY TO RUN THE COMPANY, BASED ON MANAGING THE IMPACTS GENERATED BY ITS OPERATIONS ON STAKEHOLDERS AND THE FULFILMENT OF THEIR EXPECTATIONS.

Konecta integrates its Corporate Responsibility and Sustainability Policy into its business strategy, and engages senior management in its acceptance, promotion and implementation. The company develops and directs its management through four policy areas that involve all levels and departments of the company:

**POLICY AREAS**

- CORPORATE
- HUMAN CAPITAL
- SOCIAL ACTION
- COMMITMENT TO THE ENVIRONMENT

These commitments are manifested and deployed in specific initiatives, through which Konecta contributes to the Global Compact and the Sustainable Development Goals (SDGs).
OUR CONTRIBUTION

Konecta

OUR COMMITMENTS

MARKETING
Sustainable business
Ethical behaviour:
- General Code of Conduct
- Whistleblowing Channel and Compliance Committee
- Code of Conduct for Suppliers
- Transparency

HUMAN CAPITAL
Quality employment
Continuing education and training
Equal opportunities
Personal and professional development
To provide a safe and healthful work

SOCIAL ACTION
Socio-labour integration of people at risk of exclusion, on equal conditions
Partnerships with clients, public organizations and social organizations, to generate a multiplier effect
Promotion of corporate volunteering initiatives

COMMITMENT TO THE ENVIRONMENT
Environmental Management System
Technologies, activities and processes with less waste production and energy saving
Training and awareness

UN GLOBAL COMPACT

1, 2, 3, 4, 5, 6, 10

ODS

1, 2, 3, 4, 5, 6, 10

INTERACTION WITH INTEREST GROUPS

Konecta identifies its stakeholders and establishes commitments with each of them.

STAKEHOLDERS

OUR COMMITMENT

EMPLOYEES
- Career Development
- Equal opportunities
- Work-life balance
- Occupational Health & Safety assurance
- Freedom of association
- Ethical and responsible behaviour

SHAREHOLDERS
- Creation of value
- Good governance
- Risk control
- Transparency

CLIENTS
- Innovation
- Quality
- Efficient management
- Security and privacy of information
- Transparency
- Collaboration to generate mutual benefits

COMMUNITIES
NGOS
- Ethical business actions
- Respect for the environment

SOCIAL ENTITIES
- Ethical business actions
- Respect for the environment

SUPPLIERS
- Compliance with commitments
- Ethical behaviour

PUBLIC ADMINISTRATION
- Regulatory compliance
- Transparency

SOCIETY
- Ethical business actions
- Respect for the environment

COMMUNICATION MECHANISMS

EMPLOYEES
- Employee Portal
- Intranet
- Working environment surveys
- Internal newsletter
- Newsletters / E-mailings
- Suggestion boxes
- Follow-up Meetings
- Pop ups
- Whistleblowing channel
- Bulletin boards / Billboards on platforms

SHAREHOLDERS
- Corporate website
- Board Meetings
- Corporate magazine

CLIENTS
- Client surveys
- Commercial contacts / operations
- Events (Expocentact and conferences with clients)
- Corporate magazine
- Corporate website
- KonectaBlog
- Newsletters

COMMUNITIES
NGOS
- Corporate website
- Social Networks
- Press

SOCIAL ENTITIES
- Corporate website
- Social Networks
- Press

SUPPLIERS
- Procurement Portal
- Corporate website
- Corporate magazine
- Meetings / Conferences
- Social or CSR forums to which the company is attached

PUBLIC ADMINISTRATION
- Press
- Corporate website
- Meetings

SOCIETY
- Press
- Corporate website
- Social Networks
In 2018, a new materiality study to identify the most important issues in corporate business responsibility for the various Konecta stakeholders was conducted. The following table shows the results of the study together with the relevant GRI indicators.

<table>
<thead>
<tr>
<th>CR&amp;S AXIS</th>
<th>RELEVANT ASPECT</th>
<th>GRI INDICATOR</th>
</tr>
</thead>
<tbody>
<tr>
<td>ECONOMIC PERFORMANCE</td>
<td>Economic result of the company</td>
<td>201-1</td>
</tr>
<tr>
<td></td>
<td>Leadership in the market</td>
<td>102-4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>102-4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>102-7</td>
</tr>
<tr>
<td></td>
<td>Significant indirect economic impacts</td>
<td>203-1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>203-2</td>
</tr>
<tr>
<td>CORPORATE GOVERNANCE</td>
<td>Corporate risk management</td>
<td>102-15</td>
</tr>
<tr>
<td></td>
<td>Performance assessment for governing bodies</td>
<td>102-18</td>
</tr>
<tr>
<td></td>
<td></td>
<td>102-28</td>
</tr>
<tr>
<td>SOCIAL PERFORMANCE</td>
<td>Employment policies</td>
<td>401-1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>401-2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>401-3</td>
</tr>
<tr>
<td></td>
<td>Occupational Health and Safety</td>
<td>403-1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>403-2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>403-3</td>
</tr>
<tr>
<td></td>
<td>Training</td>
<td>404-1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>404-2</td>
</tr>
<tr>
<td>RESPONSIBILITY OVER THE PRODUCT</td>
<td>Transparency</td>
<td>102-44</td>
</tr>
<tr>
<td></td>
<td>Anti-corruption policies</td>
<td>205-1</td>
</tr>
<tr>
<td></td>
<td></td>
<td>205-2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>205-3</td>
</tr>
<tr>
<td></td>
<td>Regulatory compliance</td>
<td>419-1</td>
</tr>
<tr>
<td></td>
<td>Social action</td>
<td>413-1</td>
</tr>
<tr>
<td></td>
<td>Security and privacy of clients</td>
<td>418-1</td>
</tr>
<tr>
<td></td>
<td>Regulator compliance</td>
<td>416-2</td>
</tr>
<tr>
<td></td>
<td></td>
<td>418-1</td>
</tr>
<tr>
<td></td>
<td>Client Satisfaction</td>
<td>102-43</td>
</tr>
<tr>
<td></td>
<td>Quality customer service</td>
<td>102-44</td>
</tr>
<tr>
<td></td>
<td>Promotion of innovation in business management</td>
<td></td>
</tr>
</tbody>
</table>

The work and commitment of companies and their people are crucial to protecting the environment. Konecta works in reducing the impact caused by its activity on the environment through energy-saving measures and awareness campaigns for its employees.

ENVIRONMENTAL AWARENESS

During 2018, there have been various awareness campaigns at national and international level, aimed at all the personnel of the company with the purpose to contribute to improve the social context through the protection of the environment.

These campaigns affect not only the measures that may be applied by employees and those responsible for reducing consumption, but expand their scope by performing a proper segregation of waste. We have also reached agreements with suppliers for the delivery of consumables that are more respectful with the environment.

SUCCESS STORY

KONECTA ARGENTINA - UNITE PROGRAMME

This is a programme within the framework of the corporate responsibility and sustainability strategy through which actions with an environmental approach are driven.

Throughout 2018, Konecta Argentina successfully launched the “Unite Energía” Programme in all the sites in the country. This initiative encompassed an intensive energy savings plan that allowed the company to reduce energy consumption by 4,522 kW.

LATAM ALOIC AWARD


4,522 KW

Energy consumption in 2018

KONECTA VOLUNTEERS PARTICIPATE ANNUALLY IN REFORESTATION ACTIONS OF THE MOST IMPORTANT GREEN SPACE IN MEXICO CITY, THE CHAPULTEPEC PARK.

IN OCTOBER 2018, KONECTA PERU ORGANIZED THE KAMBIO VERDE CONTEST TO REWARD THE GREENEST OFFICE, BASED ON KPIS AND PER CAPITA CONSUMPTION.

THE SECOND ENVIRONMENTAL PHOTO CONTEST WAS HELD IN KONECTA SPAIN IN 2018, UNDER THE SLOGAN “NO PLASTIC POLLUTION”. THIS CONTEST WAS OPEN TO THE PARTICIPATION OF STAFF AT ALL LOCATIONS.
POWER CONSUMPTION

In 2018, Konecta increased its energy consumption, in large part due to the high production burden of this year.

Power Consumption (kWh)*

<table>
<thead>
<tr>
<th>Year</th>
<th>Consumption (kWh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>48,425,157</td>
</tr>
<tr>
<td>2018</td>
<td>50,501,497</td>
</tr>
</tbody>
</table>

*Total Consumption excluding the United Kingdom due to the type of lease of the premises.

Distribution by Country

- Spain: 17%
- Colombia: 11%
- Mexico: 9%
- Brazil: 5%
- Peru: 5%
- Chile: 1%
- Portugal: 1%
- Morocco: 1%
- Argentina: 25%
- Other: 1%

Energy consumption in Spain (kWh)

<table>
<thead>
<tr>
<th>Year</th>
<th>Consumption (kWh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>15,182,900</td>
</tr>
<tr>
<td>2017</td>
<td>14,483,880</td>
</tr>
<tr>
<td>2018</td>
<td>13,156,764</td>
</tr>
</tbody>
</table>

ENERGY CONSUMPTION DECREASED BY 9% WITH RESPECT TO 2017.

IN 2018, CONSUMPTION AMOUNTED TO 0.053 KWH PER EMPLOYEE, ↓0.012 WITH RESPECT TO THE PREVIOUS YEAR.

CARBON FOOTPRINT

Colombia, Peru and Spain, in mid-2018, calculated their carbon footprint for 2017, which in the case of Colombia was based on the Fenalco Solidario Corporation, using the GHE measuring and reporting protocol produced by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI):

<table>
<thead>
<tr>
<th>Country</th>
<th>2017 (tCO2)</th>
<th>2018 (tCO2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colombia</td>
<td>99.46</td>
<td>2016.60</td>
</tr>
<tr>
<td>Spain</td>
<td>437.67</td>
<td>1,015.28</td>
</tr>
<tr>
<td>Peru</td>
<td>3,761.20</td>
<td>12,455.53</td>
</tr>
</tbody>
</table>

SUCCESS STORY

**KONECTA PERU**

Konecta Peru applied measures focused on reducing energy consumption. The measures introduced include the following:

- Auto shutdown of computers at its various office locations.
- Change from fluorescent to LED light bulbs in 56% of the total area.
- Shutdown of air conditioners, offices, meeting rooms, platforms, etc., when not in use.
- Change of electrical panels in the Sudamericana centre and improvement of the electrical panels at the Crillón and Chiclayo offices.

With regard to transport, the fleet of petrol and diesel vehicles used for the staff transfer service was reduced by 32%. This reduction had an impact of 31% in tCO2/km emissions.

**KONECTA ARGENTINA**

Konecta Argentina has made daily reports on energy saving and control of air conditioners. This data has allowed for the drafting of a weekly report that is distributed among the management team to foster collaboration in the implementation of energy-saving measures (turning off the lights, computers and air conditioning / heating equipment at the end of the day).
Since 2017, the company is working to renew the lighting of centres to improve working conditions and reduce consumption.

**LED Surface**

Since 2017, the company has been working to renew the lighting of centres to improve working conditions and reduce consumption.

**Consumption of Resources**

**Konecta** has significantly reduced its paper consumption. The promotion of “no printing” measures and policies, together with investments in technological material and digitization, has borne fruit, not only by securing a lower power consumption, but also by improving the management times and, therefore, efficiency.

**Konecta Spain** has had a pioneering role in implementing measures to reduce paper consumption, an example that has been replicated in other latitudes, such as Argentina, where the digitization of HR and administrative documents resulted in savings of 300 kg of paper compared to the previous year.

**Success Story**

**Konecta Peru**

**“Smart Boleta” Project**

This project is part of the document digitization and digital transformation strategy. Smart Boleta is an application that allows viewing and downloading documents that are delivered to the collaborators (payroll, certificates, regulations, etc.), via either web page or smartphone. This enables significant savings on paper (approximately 12,000 sheets per month), transfers, distribution, and time, as well as storage.

The goal is to digitize all work documents, including employment contracts, which would be a great cost savings, considering that every month approximately 1,000 new contracts are signed, to which we must add contract renewals.

**Protection of the Ozone Layer**

Both Argentina and Peru have replaced the R22 refrigerant gas from their air conditioning equipment for more environmentally-friendly gases.

With regard to water consumption, control was improved in 2018. This resulted in an increase in the volume accounted for.

**Table: Water Consumption (m³)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Consumption (m³)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>209,294</td>
</tr>
<tr>
<td>2018</td>
<td>314,054</td>
</tr>
</tbody>
</table>

*Total consumption excluding the United Kingdom due to the type of lease of the premises. Argentina was not included in 2017 due to lack of data.

**Graph: LED Illuminated Surface in 2018 (%)**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Argentina</td>
<td>59.68%</td>
<td>59.07%</td>
<td>55.43%</td>
<td>86.67%</td>
<td>86.67%</td>
</tr>
<tr>
<td>Spain</td>
<td>44.61%</td>
<td>59.07%</td>
<td>55.43%</td>
<td>86.67%</td>
<td>86.67%</td>
</tr>
<tr>
<td>Colombia</td>
<td>5.48%</td>
<td>5.48%</td>
<td>5.48%</td>
<td>92.86%</td>
<td>92.86%</td>
</tr>
<tr>
<td>Brazil</td>
<td>12.17%</td>
<td>12.17%</td>
<td>12.17%</td>
<td>97.56%</td>
<td>97.56%</td>
</tr>
<tr>
<td>Peru</td>
<td>12.17%</td>
<td>12.17%</td>
<td>12.17%</td>
<td>97.56%</td>
<td>97.56%</td>
</tr>
<tr>
<td>Portugal</td>
<td>12.17%</td>
<td>12.17%</td>
<td>12.17%</td>
<td>97.56%</td>
<td>97.56%</td>
</tr>
</tbody>
</table>

*Data from Spain. Currently working in the collection and data audit of the rest of countries.
For a more efficient management, staff has been sensitised in the importance of saving water. Furthermore, an investment on regulating equipment with technology that allows eliminating unnecessary consumption has been made in several of our LATAM facilities.

PORTUGAL OBTAINED THE BEST RESULTS FOR 2018, AS IT HAS REDUCED ITS INTENSITY OF CONSUMPTION BY 8.35%.

WASTE MANAGEMENT

The organisation is working to reduce the generation of hazardous waste in all its offices, among which Spain and Colombia are particularly noteworthy. In addition, we have started to register the amount of hazardous waste generated in Argentina.

Hazardous Waste (t)*

<table>
<thead>
<tr>
<th>Country</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>11.34%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Argentina</td>
<td>5.57%</td>
<td>3.28%</td>
</tr>
<tr>
<td>Brazil</td>
<td>7.22%</td>
<td>4.34%</td>
</tr>
<tr>
<td>Chile</td>
<td>3.34%</td>
<td>2.8%</td>
</tr>
</tbody>
</table>

Intensity (t / Employee)

<table>
<thead>
<tr>
<th>Country</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>0.00076</td>
<td>0.00054</td>
</tr>
<tr>
<td>Argentina</td>
<td>0.00065</td>
<td>0.00052</td>
</tr>
<tr>
<td>Brazil</td>
<td>0.00045</td>
<td>0.00028</td>
</tr>
<tr>
<td>Chile</td>
<td>0.00028</td>
<td>0.00009</td>
</tr>
</tbody>
</table>

*Hazardous waste is understood as WEEE, fluorescent, oil and refrigerant gases. Currently working on the collection and data audit from the rest of countries.

In terms of the generation of non-hazardous waste, there was an increase thereof, due to last year’s high burden of production.

Non-hazardous waste (t)

<table>
<thead>
<tr>
<th>Country</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>703.27</td>
<td>864.60</td>
</tr>
<tr>
<td>Argentina</td>
<td>199</td>
<td>21.50</td>
</tr>
<tr>
<td>Brazil</td>
<td>117</td>
<td>0.020</td>
</tr>
<tr>
<td>Chile</td>
<td>101.21</td>
<td>0.013</td>
</tr>
<tr>
<td>Colombia</td>
<td>142.13</td>
<td>0.026</td>
</tr>
<tr>
<td>Portugal</td>
<td>466.08</td>
<td>0.025</td>
</tr>
<tr>
<td>Total</td>
<td>2,125.07</td>
<td>0.028</td>
</tr>
</tbody>
</table>

Non-hazardous waste (t/employee)

<table>
<thead>
<tr>
<th>Country</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>0.013</td>
<td>0.024</td>
</tr>
<tr>
<td>Argentina</td>
<td>0.001</td>
<td>0.013</td>
</tr>
<tr>
<td>Brazil</td>
<td>0.022</td>
<td>0.014</td>
</tr>
<tr>
<td>Chile</td>
<td>0.032</td>
<td>0.015</td>
</tr>
<tr>
<td>Colombia</td>
<td>0.047</td>
<td>0.016</td>
</tr>
<tr>
<td>Portugal</td>
<td>0.028</td>
<td>0.021</td>
</tr>
<tr>
<td>Total</td>
<td>0.028</td>
<td>0.037</td>
</tr>
</tbody>
</table>

“RECYCLAR AYUDA”

In 2018, several waste collection and segregation campaigns were conducted at all Konecta offices. Through our collaboration with various NGOs, we raised awareness among employees about the importance of a proper waste management and how this can help other people. An example of this are the cases of Argentina, Peru and Mexico, where they collected paper, bottles and plastic caps to help childcare institutions.
In 2005, with the need to contribute to the progress toward a just society, Konecta created its own not-for-profit organisation, the Konecta Foundation. Both organisations work together for the implementation of social initiatives that improve the quality of life of groups at risk of exclusion. From then until now, the Foundation has focused all its actions toward the social development of the communities in which the company develops its activity, mainly in Spain, and as a result of the international expansion process of the company, it has expanded its scope of action to support the development of projects in Brazil, Chile, Colombia and Peru.

To multiply the effect of its initiatives, the Foundation has created and maintained alliances with other entities such as major companies, NGOs and associations, in search of synergies that will help achieve its goals.

Its activity is channelled through 4 lines of action to fight for equal opportunities for all:

**LINES OF ACTION:**

- TRAINING AND EMPLOYMENT
- RESEARCH AND UNIVERSITY
- SOCIAL DEVELOPMENT (CULTURE AND SPORTS)
- VOLUNTEERING

---

**KONECTA FOUNDATION**

- **Invested**: €2M
- **Projects developed**: 39
- **Beneficiaries**: 46,698
- **Volunteers**: 5,871

*2018 Figures*
MISSION, VISION AND VALUES OF THE FOUNDATION

MISSION
Supporting social development in and outside the company through innovative projects related to Konecta’s activities and settings, using business resources, and in collaboration with other organisations.

VISION
Becoming a leading reference in the social and labour integration of people at risk of exclusion and promoting social engagement among other companies to generate a multiplier effect.

VALUES

TRUST
We trust in the ability of persons at risk of exclusion to overcome the difficulties that hamper the social and labour integration.

INNOVATION
We are committed to designing projects associated to new technologies that contribute to improving the living conditions of these groups.

COMMITMENT
We share social projects with other entities to achieve a greater impact.

EXCELLENCE
We focus on managing resources to obtain the best possible results in each project.

OBJECTIVES
Promoting employment and training as methods for integration.
Raising awareness in the business sector adding value to partner companies.
Supporting research and development to improve the quality of life of persons with disabilities.
Boosting interactions with universities and business schools.
Fostering projects related to new technologies to build an accessible environment for everyone.
Contributing to the social integration of people at risk of exclusion through art, culture and sports.
Transferring Spain’s expertise to all the countries where Konecta is present.
## TRAINING AND EMPLOYMENT

Konecta Foundation encourages the creation and improvement of training programmes aimed at obtaining the knowledge, skills and experiences needed for the social and labour integration of people at risk of exclusion, therefore, the phases of training programmes are the following:

<table>
<thead>
<tr>
<th>APPROVED TRAINING</th>
<th>ON-THE-JOB TRAINING</th>
<th>EMPLOYMENT</th>
<th>ADAPTATION AND FOLLOW-UP</th>
</tr>
</thead>
<tbody>
<tr>
<td>693 PERSONS WITH DISABILITIES EMPLOYED IN 2018</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### KONECTA AND ONCE FOUNDATION (FOAL)

The ONCE Foundation for Latin America (FOAL) and Konecta maintain a collaboration agreement aimed at implementing joint measures to promote labour integration of people with visual disabilities within the company staff in Brazil and Chile.

#### BRAZIL

16 employees with vision impairment in staff who monitor and assess calls. 15 persons with other type of disabilities hired.

With the collaboration of the Brazilian National Organisation for the Blind (ONCB).

#### CHILE

5 persons with vision impairment hired since its implementation.

**IN THE SAME VEIN, IN LATIN AMERICA, THE FOUNDATION HAS OPTED FOR TRAINING PROGRAMMES TO SUPPORT EQUAL OPPORTUNITIES AND THE CREATION OF AN INCLUSIVE LABOUR MARKET IN WHICH ALL PROFESSIONALS CAN DEVELOP THEIR CAPABILITIES TO REACH THEIR POTENTIAL AND IMPROVE THEIR QUALITY OF LIFE.**

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>TRAINING</th>
<th>PURPOSE</th>
<th>IMPACT</th>
<th>COLLABORATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>KONECTA COLOMBIA</strong></td>
<td>Trainee Programme</td>
<td>Providing an opportunity for young people in unfavourable conditions to start their work experience in the company.</td>
<td>688 trainees.</td>
<td>SENA Public Employment Service</td>
</tr>
<tr>
<td></td>
<td>Labour integration project for people with disabilities</td>
<td>Customer service training project especially adapted for people with physical disabilities.</td>
<td>103 persons trained, 24 of which were incorporated into the labour market.</td>
<td>Konecta Foundation DKV Integralia Foundation</td>
</tr>
<tr>
<td></td>
<td>Contribution to the development of the local community and social inclusion through training in Contact Centre skills.</td>
<td>More than 570 employees in three years. The vast majority come from support programmes for victims of armed conflict.</td>
<td></td>
<td>Colombian National Government</td>
</tr>
<tr>
<td><strong>KONECTA ARGENTINA</strong></td>
<td><em>40,000 primeros empleos</em> programme</td>
<td>Providing an opportunity for young people without work experience.</td>
<td>183 trainees in 2018. 1,353 collaborators since the beginning of the programme in 2015.</td>
<td>Colombian National Government</td>
</tr>
<tr>
<td><strong>KONECTA PERU</strong></td>
<td>1st formal project for labour integration</td>
<td>Support through training for labour integration of youth with disabilities.</td>
<td>More than 70 youths with disabilities trained.</td>
<td>Incluwork Cilsa</td>
</tr>
<tr>
<td></td>
<td>10th Vocational Training Degree in Contact Centres at the University of Pachacútec (Peru)</td>
<td>Facilitating employment of young people at risk of exclusion, underprivileged or with disabilities.</td>
<td>246 students trained. 181 positions at Konecta. 90% of labour integration, 75% within Konecta.</td>
<td>Konecta Foundation DKV Integralia Foundation Pachacútec Foundation</td>
</tr>
<tr>
<td></td>
<td><em>“Perú Integral” Programme</em></td>
<td>Facilitating the inclusion of people with disabilities into the labour market.</td>
<td>150 people with disabilities employed from the beginning. 7 agreements signed.</td>
<td>Fundación DKV Integralia</td>
</tr>
</tbody>
</table>
KONECTA FOUNDATION AND DKV INTEGRALIA FOUNDATION RECEIVED THE PRESTIGIOUS SERES AWARD 2018 FOR BEST SOCIAL INNOVATION PROJECT THANKS TO ITS INITIATIVE: “1ST VOCATIONAL TRAINING DEGREE IN CONTACT CENTRES AT THE UNIVERSITY OF PACHACÚTEC (PERU)”.  

KONECTA ARGENTINA PARTICIPATED IN TRAINING ACTIVITIES FOR SECONDARY SCHOOL STUDENTS, WHERE THEY WERE TAUGHT HOW TO PREPARE A RESUME AND PREPARE FOR AN INTERVIEW TO FACILITATE THEIR ENTRY INTO THE LABOUR MARKET.

KONECTA PORTUGAL WAS PRESENT AT THE RECRUITMENT FAIR FOR PEOPLE WITH DISABILITIES OF THE SALVADOR ASSOCIATION.

In Spain, during 2018, we have continued to consolidate strategic alliances that provide synergies to provide high-impact social actions in the communities. The primary mission of these partnerships is to promote important projects for training and employment in order to achieve full integration of persons with increased risk of exclusion into the labour market.

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>GOAL</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>“Juntos somos capaces”</td>
<td>Providing opportunities for people with intellectual disabilities and mental illness for their entry into the labour market.</td>
<td>505 people employed in 2018. 4,814 member companies in total. More than 3,300 entries since 2010.</td>
</tr>
<tr>
<td>MAPFRE FOUNDATION</td>
<td>7th and 8th &quot;Sembrando ilusión&quot; seminars</td>
<td>Raising public awareness on intellectual disability and mental illness.</td>
</tr>
<tr>
<td>“Accedemos”</td>
<td>Facilitating the employment of jobbies people in SMEs.</td>
<td>568 grants in 2018. €4,500 grants per contract.</td>
</tr>
<tr>
<td>“Educa tu mundo”</td>
<td>Promotion of education in values, the dissemination of culture, promotion of healthy habits, social awareness and the insurance and financial culture.</td>
<td>325 schools attached. 6,710 schools’ network. 22,750 beneficiaries.</td>
</tr>
<tr>
<td>MAPFRE</td>
<td>“Familares” Programme</td>
<td>Guidance and integration of relatives of MAPFRE and its Foundation employees with any type of disability.</td>
</tr>
<tr>
<td>MAPFRE</td>
<td>Study</td>
<td>Identification of the actual needs of people with disabilities and their families on health, savings and life.</td>
</tr>
<tr>
<td>FREMAP</td>
<td>Entrepreneurship for people with acquired disability</td>
<td>Training to promote self-employment as a way for job retraining.</td>
</tr>
<tr>
<td>FREMAP</td>
<td>Certificate of Professional Competence for students of Fremap’s Vocational Retraining Centre</td>
<td>Internships at Konecta and other companies with the aim of raising awareness among company employees, while contributing to their labour integration.</td>
</tr>
<tr>
<td>UNIVERSIA FOUNDATION</td>
<td>7th Call for Grants for Inclusive Projects</td>
<td>Financial support to social organisations that promote projects aimed at improving the quality of life of people with disabilities.</td>
</tr>
<tr>
<td>MUTUA MADRILEÑA AND MUTUA MADRILEÑA FOUNDATION</td>
<td>Professional Contact Centre Training School</td>
<td>Providing approved training with a Certificate of Professional Standards on Contact Centres for women victims of domestic violence and / or other vulnerable groups.</td>
</tr>
<tr>
<td>MUTUA UNIVERSAL</td>
<td>“Cualifica y Emplea”</td>
<td>Re-training of Mutua employees and workers of partner companies and freelancers with full permanent disability.</td>
</tr>
</tbody>
</table>
# RESEARCH AND UNIVERSITY*

<table>
<thead>
<tr>
<th>People with disabilities formed in 2018 by the Chair of Entrepreneurship</th>
<th>250</th>
</tr>
</thead>
<tbody>
<tr>
<td>96.9% of people consider the “LIBERTY RESPONDE” service satisfactory</td>
<td></td>
</tr>
<tr>
<td>Companies created by entrepreneurs with disabilities from the start</td>
<td>69</td>
</tr>
</tbody>
</table>

Konecta Foundation is committed to the elimination of physical, technological and social barriers by supporting research projects and social innovation developed in Spain.

## RESEARCH AND UNIVERSITY

### PROJECT

<table>
<thead>
<tr>
<th>Konecta Foundation - Rey Juan Carlos University (URJC) Chair of Entrepreneurship and Disability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Specialised education of qualified professionals with disabilities, promoting entrepreneurship and job integration.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>250 entrepreneurs trained in 2018</td>
</tr>
<tr>
<td>6 companies created in 2018</td>
</tr>
<tr>
<td>2,400 entrepreneurs trained in total since the start of the chair</td>
</tr>
<tr>
<td>Accumulated total of 69 companies created</td>
</tr>
</tbody>
</table>

### IMPACT

<table>
<thead>
<tr>
<th>1st Call for Grants “EMPRENDE + DISCAPACIDAD”</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aimed at entrepreneurs with disabilities or entrepreneurs developing projects designed for improving the quality of life of people with disabilities.</td>
</tr>
</tbody>
</table>

| 75 projects submitted |
| 3 winning projects |
| 3 entrepreneurs have received expert advice |
| € 9,000 in prizes |

### COLLABORATORS

<table>
<thead>
<tr>
<th>ONCE Foundation</th>
</tr>
</thead>
<tbody>
<tr>
<td>19 participating social entities</td>
</tr>
<tr>
<td>The following institutions have joined the project in 2018:</td>
</tr>
<tr>
<td>• COAMIFICOA</td>
</tr>
<tr>
<td>• ASPACE Madrid</td>
</tr>
<tr>
<td>• FAEMA Ávila</td>
</tr>
<tr>
<td>• Ávila City Hall</td>
</tr>
</tbody>
</table>

### "LIBERTY RESPONDE" Service

<table>
<thead>
<tr>
<th>Accessibility advice tailored to the needs of each person. Queries resolved by subject:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Regulations and / or legislation: 32%</td>
</tr>
<tr>
<td>• Housing accessibility: 24%</td>
</tr>
<tr>
<td>• Accessibility to common areas: 16%</td>
</tr>
<tr>
<td>• Technical aids: 10%</td>
</tr>
<tr>
<td>• Accessible transportation: 8%</td>
</tr>
</tbody>
</table>

| 106 queries submitted in 2018 |
| 96.9% of the people served believe that the report received suits their needs |
| 341 inquiries received in 4 years |

### PROJECT IMPACT COLLABORATORS

<table>
<thead>
<tr>
<th>10th Aula TIC-Konecta-UCM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training in ICTs aimed at young people with Down syndrome.</td>
</tr>
</tbody>
</table>

| 37 students trained in 2018 |
| 22 graduates |

### "Vida Independiente" Project

| Economic aid for improving accommodation offered by the University to people with disabilities. |

| 12 beneficiaries in 2018 |
| 50% reduction in the monthly cost to students with disabilities |

### COLLABORATORS

<table>
<thead>
<tr>
<th>Autonomous University of Madrid (UAM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Juan Luis Vives Students’ Residence</td>
</tr>
</tbody>
</table>

---

* The data from the Research and University projects correspond to projects developed by Konecta Foundation in Spain.
Konecta Foundation supports various educational, sports and cultural projects in Spain that facilitate the integration of vulnerable people into society, to contribute to the social development of the areas where the company is present.

**SOCIAL DEVELOPMENT (CULTURE AND SPORTS)**

**PROJECT**

Support for the ALALÁ Foundation

Through education, ALALÁ Foundation works in the social integration of underprivileged children and young people and their families, mainly from the Roma community, promoting education in values and using culture and art as a motivational tool.

**IMPACT**

- 130 underprivileged children have participated in different activities
- 15 women trained in the sewing workshop
- 15 Konecta volunteers have cooperated in this project

**COLLABORATORS**

ALALÁ Foundation  
MAPFRE Foundation  
Konecta Foundation  
Konecta

**Fashion Art Workshops**

Initiative to support the social and labour integration of people and groups at risk of social exclusion.

**IMPACT**

- 15 women at risk of exclusion participated in the initiative

**COLLABORATORS**

Royal Tapestry Factory  
Balia Foundation

**PROJECT**

15th Konecta Foundation’s Paddle Tennis Charity Tournament

In order to raise funds for a research project, and information and guidance for people affected by the Duchenne and Becker disease and their families from the DUCHENNE PARENT PROJECT SPAIN Association.

**IMPACT**

- Over 275 players
- More than €285,000 donated
- 19 social entities supported
- \( \uparrow 2,600 \) participants in all fifteen editions

**COLLABORATORS**

AON Foundation  
Santaluca  
Santander  
Limpiezas Serrano  
Konecta  
Others...

**PROJECT**

10th Wheelchair Paddle Tennis Open National Tournament

44 athletes from various parts of the country

**IMPACT**

**COLLABORATORS**

Konecta Foundation  
Ciudad de la Raqueta

**IN Association’s Paddle Tennis Tournament (Seville)**

32 athletes

**IMPACT**

**COLLABORATORS**

Association for the promotion of adapted sports

---

* The data from the Social Development projects correspond to projects developed by Konecta Foundation in Spain.
**VOLUNTEERING**

<table>
<thead>
<tr>
<th>Volunteers from Konecta</th>
<th>Volunteering hours</th>
<th>Beneficiaries</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,871</td>
<td>5,620</td>
<td>46,698</td>
</tr>
</tbody>
</table>

Konecta Foundation contributes to creating value for society and also for the company. A key factor for this is its volunteering line where Konecta employees and other companies are offered opportunities to collaborate with social organisations with their knowledge and time.

**PROFESSIONAL VOLUNTEERING**

**PROJECTS IN SPAIN**

<table>
<thead>
<tr>
<th>PROJECT</th>
<th>IMPACT</th>
<th>COLLABORATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Success stories and Employment Workshop: Work experience testimony of an employee with intellectual disability. Recruitment process and preparation of an interview.</td>
<td>20 young people with intellectual disabilities</td>
<td>Capacis Foundation in Madrid</td>
</tr>
<tr>
<td>Experience-based Talks: Creative work experience testimony of the Konecta Marketing department (employee with a disability) and practical advice to students with acquired disabilities from the graphic design workshop.</td>
<td>15 students with acquired disabilities from the graphic design workshop</td>
<td>Fremap in Madrid</td>
</tr>
<tr>
<td>Seminar: How to do an interview</td>
<td>15 youths at risk of exclusion</td>
<td>AvanzaOng Foundation</td>
</tr>
</tbody>
</table>

**SOLIDARITY CAMPAIGNS**

**2018 CAMPAIGNS**

<table>
<thead>
<tr>
<th>COUNTRIES</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Collection Campaign Once the campaign finalises, the company provides the same amount of food that was collected by all employees as a whole.</td>
<td>Spain Mexico Argentina Peru More than 960 volunteers 1,800 kg in Spain 7,617 beneficiaries in Mexico 4 NGOs benefited</td>
</tr>
<tr>
<td>Clothes’ collection campaign</td>
<td>Spain Brazil Argentina More than 287 volunteers 1,435 kg collected in Spain 1,000 pieces collected in Brazil Over 240 beneficiaries 4 NGOs benefited</td>
</tr>
<tr>
<td>Blood donation campaign</td>
<td>Spain 227 volunteers 824 beneficiaries</td>
</tr>
<tr>
<td>Toys’ donation campaign</td>
<td>Spain Brazil Argentina More than 50 children benefited in Argentina</td>
</tr>
<tr>
<td>Christmas Markets</td>
<td>Spain Argentina Peru Portugal More than 387 volunteers Over 240 beneficiaries € 1,934.05 collected</td>
</tr>
<tr>
<td>Campaigns in favour of women and children</td>
<td>Spain Argentina Chile More than 995 volunteers Over 240 beneficiaries € 4,972 collected</td>
</tr>
</tbody>
</table>

**KONECTA ARGENTINA VOLUNTEERS ATTEND TWICE A MONTH TO THE “MADRES DEL SOL” SHELTER, WHICH FOSTERS WOMEN VICTIMS OF GENDER VIOLENCE, FOR A CHILDREN’S BOOK READING WORKSHOP.**
LEISURE AND SPORTS VOLUNTEERING

2018 CAMPAIGNS COUNTRIES IMPACT

“Hay salida” Race Informative awareness campaign against gender-based violence. Spain 79 participants from Konecta

All-Terrain exhibition circuit for people with disabilities Awareness and leisure session aimed at children with cerebral palsy, family and friends. Spain 15 volunteers 320 beneficiaries ODYSSEUS Association ASPACE Foundation

Sports volunteering day Raising awareness about healthy habits. Fundraising for the Multiple Sclerosis Foundation. Spain 19 volunteers 4-hour sports marathon Multiple Sclerosis Foundation

Tree planting Day Environmental support actions. Colombia 30 volunteers 80 new trees Office of the Metropolitan Area of Medellín

INTERNAL CALL FOR SOCIAL PROJECTS

Konecta Foundation’s social projects promote the participation of employees by encouraging them to submit social projects in which they are involved and are developed by a non-profit organisation.

ACCUMULATED RESULTS:

9 EDITIONS
42 SOCIAL ENTITIES BENEFITED
€ 250,000 ALLOCATED

The four winning projects in this edition were the following:

<table>
<thead>
<tr>
<th>BENEFICIARY</th>
<th>PROJECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Galbán Association</td>
<td>“Galbán Association’s Comprehensive Educational Project”, whose objective is to provide educational support to children and teenagers with cancer and their families (Asturias).</td>
</tr>
<tr>
<td>Capacis Foundation</td>
<td>“Representando activos” Project, aimed at promoting labour integration of young people with intellectual disabilities (Madrid).</td>
</tr>
<tr>
<td>Andalusian Association of Cystic Fibrosis</td>
<td>“Project for Psychoeducational care to people with cystic fibrosis and their families”, aimed at improving their quality of life and mutual-help groups (Andalusia).</td>
</tr>
<tr>
<td>Associação de Reabilitação e Integração Ajuda (Portugal)</td>
<td>“INcomum” Project: Mental Health intervention with children and youth in the Community”, aimed at promoting clinical stability, autonomy and vocational training (Portugal).</td>
</tr>
</tbody>
</table>

6TH “IMPLICACCION” AWARDS

Awarded for the sixth consecutive year, in recognition of the engagement and commitment of Konecta employees to social action initiatives, in the following categories: “Best Departmental Action”, “Individual Action Improvement” and “Best Labour Integration Action”.

SUPPORT FOR VOLUNTEERS FROM OTHER ORGANIZATIONS

Konecta Foundation supports different companies in the development of their volunteering programmes, with the aim to continue to support social initiatives. In 2018, our foundation collaborated with AON Spain Foundation in the organisation of various volunteering activities for their Global Day of Service, including the preparation of meals for underprivileged people in the Santa Maria Josefa and Hijas de la Caridad soup kitchens in Madrid.
SOCIAL GOALS FOR 2019

1. COLOMBIA
Consolidating the volunteering group, focused on the support of environmental actions. Increasing the employment ratios of our projects among people with disabilities, launching a call that would ensure the availability of 100 people to be trained in customer service courses, with a goal of hiring 50 employees.

2. PERU
Providing training and employment to 150 new beneficiaries. Creating a base of 2,000 Konecta volunteers. Promoting and participating in at least 10 volunteering activities. Creating 2 new partnerships on Social Action.

3. ARGENTINA
Increasing the generation of jobs for people with disabilities. Expanding the collaboration with FOAL from Colombia to Argentina.

4. BRAZIL
Making progress in the enhancement of the social campaigns developed.

5. PORTUGAL
Increasing the number of volunteering activities. Increasing the pool of volunteers.

6. SPAIN
Consolidating Konecta’s Professional Training School for Contact Centres with the commitment to hire new staff. Encouraging training and employment projects for groups in a new country, adapted to local needs. Launching the 2nd edition of the Emprende + D Awards. Supporting small social entities through joint collaborative actions around social development. Strengthening professional volunteering campaigns with employees.
VII. Annexes

COVERAGE AND SCOPE

This is the fourth year that Konecta publishes its Corporate Responsibility and Sustainability Report, in accordance with the Global Reporting Initiative (GRI) and content defined in the 2016 GRI Standards, in their essential option. And the first year, according to Law 11/2018 on non-financial information and diversity. Also, in compliance with the Law, this report has been verified by an independent external entity (AENOR).

With this report, Konecta, in an exercise in transparency with its stakeholders, holds itself accountable for its commitments to sustainability under an economic, social and environmental approach.

The contents of this report refer to data included from January 1 to 31 December 2018, and cover all activities of the Organisation.

Differences may arise in the figures published in 2016 and 2017, due to the improvement produced in the data collection system for all countries in 2018.

MATERIALITY

The document pays special attention to the issues identified as relevant in the materiality analysis carried out throughout 2018, whose manufacturing process and results are shown in the chapter devoted to Corporate Responsibility and Sustainability. Additionally, other items of the GRI Standards have been voluntarily included, despite not being relevant to the organisation, as they contribute to increasing transparency and understanding Konecta’s activities.
**ORGANISATIONAL PROFILE**

Brief description of the Group’s business model, which will include its business environment, its organisation and structure, the markets in which it operates, its objectives and strategies, and the main factors and trends that may affect its future evolution.

<table>
<thead>
<tr>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>102-1</td>
<td>Name of the organisation</td>
<td>Inbond Inversiones 2014, S.L. The Group operates outsourcing services for Customer Relations and BPO (Business Process Outsourcing) under the brand Konecta</td>
<td>-</td>
</tr>
<tr>
<td>102-2</td>
<td>Activities, brands, products and services</td>
<td>See Konecta: Comprehensive Solutions</td>
<td>9-11</td>
</tr>
<tr>
<td>102-3</td>
<td>Location of headquarters</td>
<td>See Konecta: A new business model</td>
<td>11-126</td>
</tr>
<tr>
<td>102-4</td>
<td>Location of operations</td>
<td>Argentina, Brazil, Chile, Colombia, Spain, Mexico, Morocco, Peru, Portugal, United Kingdom</td>
<td>11-126</td>
</tr>
<tr>
<td>102-5</td>
<td>Property and legal regime applicable</td>
<td>Inbond Inversiones 2014, S.L., with registered address at Calle Serrano 41, 28001 Madrid, Spain.</td>
<td>-</td>
</tr>
<tr>
<td>102-6</td>
<td>Markets and services served (broken down by location, sectors, and types of clients and beneficiaries)</td>
<td>See Konecta</td>
<td>9-11, 18-33</td>
</tr>
<tr>
<td>102-7</td>
<td>Scale of the organisation</td>
<td>6-7 9-11 20-25 39-42</td>
<td></td>
</tr>
<tr>
<td>102-8</td>
<td>Information on employees and other workers</td>
<td>See Our Social Dimension: Human Capital</td>
<td>6-7 39-42 50 55-57</td>
</tr>
<tr>
<td>102-9</td>
<td>Supply chain</td>
<td>Konecta’s main procurement categories are services and IT equipment, as well as infrastructure and maintenance costs. There is a centralised Procurement Committee responsible for supervising the purchase processes throughout the Group worldwide. Konecta’s Organisational and Procedural Department developed a procedure for the approval of suppliers for the whole Group, which includes social commitment as part of the company’s selection criteria. Konecta’s Environmental Management System also includes their commitment to favour energy suppliers holding certificates of Guarantee of Origin for renewable energy.</td>
<td>17 54</td>
</tr>
</tbody>
</table>

Note: Relevant issues are identified in blue.
**Ethics and Integrity**

- **Mechanisms of advice and concerns about ethics**
  - Spain and Argentina: 18 complaints received (6 payroll-related issues, 5 on bad manners from colleagues or coordinator, 1 on gender discrimination, 2 for platform works and 4 others).
  - Colombia: 26 complaints handled, 4 on abuse of power and harassment in the workplace, 5 on malpractice, 2 on compliance with laws, 1 on omission or absence of controls and 9 others.
  - Peru: 1 complaint of misconduct
  - There have been 8 compliance-related complaints: 100% of complaints have been handled: 10 on harassment/labour abuse, one on unethical conduct (closed), one for regulatory compliance (closed) and one on noise nuisance (currently under investigation); after the investigation conducted, it was concluded that the offences were not related to Compliance issues and were redirected to the relevant departments for proper management.
  - Portugal: 0 complaints
  - Chile, Morocco and UK: currently not active.

- **Values, principles, standards, and norms of behaviour**
  - Konecta periodically identifies weaknesses, threats, strengths and opportunities through a SWOT analysis carried out by its management system. This analysis is a source of information for identifying risks and opportunities for the company in the short, medium and long term. The risks identified as having the most impact in 2018 are competition, high absenteeism, labour conflicts, talent retention, staff satisfaction, loss of business opportunities and business diversification, pricing model in line with the changes taking place in different markets, changing demands among consumers in response to technological advances, difficulty finding profiles and legislative changes.
  - To tackle them, actions aimed at mitigating risks have been implemented.

Note: Relevant issues are identified in blue.
<table>
<thead>
<tr>
<th>LAW 11/2018 REQUIREMENT</th>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>102-20</td>
<td></td>
<td>Executive level liability for economic, environmental and social issues</td>
<td>See Konecta: Corporate Governance.</td>
<td>12-13</td>
</tr>
<tr>
<td>102-21</td>
<td></td>
<td>Consultation with stakeholders on economic, environmental and social issues</td>
<td>See Corporate Responsibility and Sustainability: Interaction with stakeholders.</td>
<td>61-62</td>
</tr>
<tr>
<td>102-22</td>
<td></td>
<td>Composition of the highest governance body and its committees</td>
<td>See Konecta: Corporate Governance.</td>
<td>12-13</td>
</tr>
<tr>
<td>102-23</td>
<td></td>
<td>Chair of the highest governance body</td>
<td>See Konecta: Corporate Governance.</td>
<td>12-13</td>
</tr>
<tr>
<td>102-24</td>
<td></td>
<td>Nominating and selecting the highest governance body</td>
<td>Members of the Board are appointed by the shareholders of the company in proportion to their share ownership.</td>
<td>12-13</td>
</tr>
<tr>
<td>102-25</td>
<td></td>
<td>Conflicts of interest</td>
<td>See Konecta: Ethics and integrity.</td>
<td>16-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>61-62</td>
</tr>
<tr>
<td>102-26</td>
<td></td>
<td>Role of the highest governance body in setting purpose, values and strategy</td>
<td>See Message from the Board</td>
<td>4-5</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>12-13</td>
</tr>
<tr>
<td>102-27</td>
<td></td>
<td>Collective knowledge of the highest governing body</td>
<td>The Board of Directors is regularly informed about the progress made in the Corporate Responsibility and Sustainability System on issues related to the economic, social and environmental management that such System provides.</td>
<td>12-13</td>
</tr>
<tr>
<td>102-28</td>
<td></td>
<td>Evaluation of the highest governance body’s performance</td>
<td>See Konecta: Corporate Governance. See Corporate Responsibility and Sustainability. In the case of Konecta Foundation, performance is assessed through the Board of Trustees in their quarterly meetings.</td>
<td>12-13</td>
</tr>
</tbody>
</table>

Note: Relevant issues are identified in blue.

<table>
<thead>
<tr>
<th>LAW 11/2018 REQUIREMENT</th>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>102-29</td>
<td></td>
<td>Identifying and managing economic, environmental and social impacts</td>
<td>See Konecta: Mission, Vision and Values. See Konecta: Ethics and Integrity.</td>
<td>16-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>34-36</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>47-50</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>52-55</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>59-69</td>
</tr>
<tr>
<td>102-30</td>
<td></td>
<td>Effectiveness of risk management processes</td>
<td>The methodology for risk management relies on the Corporate Responsibility, Quality and Environment management systems, which identify the main risks to which the company processes are exposed, including social risks, essential in decision-making. Once identified, they were evaluated under the parameters of impact and probability to determine the inherent risk thereof, and actions were established for those assessed as extreme risks.</td>
<td>-</td>
</tr>
<tr>
<td>102-31</td>
<td></td>
<td>Evaluation of economic, environmental and social issues</td>
<td>The main contingencies and uncertainties to which the company processes are exposed, including those related to the social area, which are essential in decision-making, have been identified. Once identified, they were evaluated under the parameters of impact and probability to determine the inherent risk thereof, and actions were established for those assessed as extreme risks.</td>
<td>-</td>
</tr>
<tr>
<td>102-32</td>
<td></td>
<td>Highest governance body’s role in sustainability reporting</td>
<td>The sustainability report is approved by the Board of Directors.</td>
<td>-</td>
</tr>
<tr>
<td>102-33</td>
<td></td>
<td>Communicating critical concerns</td>
<td>The Steering Committee analyses and informs the Board of Directors about the relevant issues that affect the organisation.</td>
<td>-</td>
</tr>
<tr>
<td>102-34</td>
<td></td>
<td>Nature and total number of critical concerns</td>
<td>See Corporate Responsibility and Sustainability: Interaction with stakeholders. See indicator 102-17</td>
<td>60-61</td>
</tr>
</tbody>
</table>

Note: Relevant issues are identified in blue.
Remunerations received by senior executives during the year 2018, classified by item, were as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Thousands of euros</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages</td>
<td>1,390</td>
</tr>
<tr>
<td>Social benefits</td>
<td>53</td>
</tr>
<tr>
<td>Insurance premiums</td>
<td>164</td>
</tr>
</tbody>
</table>

Senior Management of the parent company is located in Spain, and consists entirely of male executives, who are older than 50. This is why this data cannot be disaggregated by country, gender or age range.

In Spain, wages are regulated by the sectoral agreement. Chile and Brazil have two major company agreements. In other countries where Konecta is present, wages are associated to their applicable legislation.

The Partners’ Board approves the maximum annual remuneration to be received by the President and the Chief Executive Officer.

The collective agreement covering 100% of the Spanish staff was renewed in 2017.

Note: Relevant issues are identified in blue.
**MANAGEMENT APPROACH**

103-1 Explanation of the material topics and its boundaries
The explanation for each material topic is included in this section devoted to the report and, more specifically, in this index.

103-2 The management approach and its components
The approach for each material topic is explained in the corresponding section of the report and, more specifically, in this index.

103-3 Evaluation of the management approach
The approach evaluation for each material topic is reported in the corresponding section of this report through the impacts reported in the external verification herein.

**ECONOMIC PERFORMANCE**

**MANAGEMENT APPROACH: ECONOMIC PERFORMANCE**

201-1 Direct economic value generated and distributed.
Profits obtained by country: income taxes paid.

<table>
<thead>
<tr>
<th>Country</th>
<th>Profits (thousands of euros)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mexico</td>
<td>-705.94</td>
</tr>
<tr>
<td>Peru</td>
<td>3,884.60</td>
</tr>
<tr>
<td>Chile</td>
<td>305.43</td>
</tr>
<tr>
<td>Portugal</td>
<td>-365.27</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>-217.63</td>
</tr>
<tr>
<td>Morocco</td>
<td>10.01</td>
</tr>
<tr>
<td>Colombia</td>
<td>11,028.63</td>
</tr>
<tr>
<td>Argentina</td>
<td>981.28</td>
</tr>
<tr>
<td>Brazil</td>
<td>1,532.64</td>
</tr>
<tr>
<td>Spain</td>
<td>28,078.48</td>
</tr>
</tbody>
</table>

See Key Figures.

Profits obtained by country are presented in the table above:

The important elements of the GHG emissions generated as a result of the activities of the company, including the use of goods and services produced, the measures taken to adapt to the consequences of climate change; the reduction goals voluntarily established in the medium and long term to reduce GHG emissions, and the means implemented for this purpose.

201-2 Financial implications and other risks and opportunities due to climate change
In view of the activities in which the Group companies engage, there are no financial implications arising from climate change. The risk matrix considers environmental risks.

**MANAGEMENT APPROACH: MARKET PRESENCE**

202-1 Ratios of standard entry level wage by gender compared to local minimum wage
100% of Konecta’s salaries are above the Guaranteed Minimum Wage.

<table>
<thead>
<tr>
<th>Country</th>
<th>% executives from the local community</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mexico</td>
<td>100%</td>
</tr>
<tr>
<td>Peru</td>
<td>57%</td>
</tr>
<tr>
<td>Chile</td>
<td>56%</td>
</tr>
<tr>
<td>Portugal</td>
<td>80%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>46.47%</td>
</tr>
<tr>
<td>Morocco</td>
<td>100%</td>
</tr>
<tr>
<td>Colombia</td>
<td>100%</td>
</tr>
<tr>
<td>Argentina</td>
<td>100%</td>
</tr>
<tr>
<td>Brazil</td>
<td>50%</td>
</tr>
<tr>
<td>Spain</td>
<td>100%</td>
</tr>
</tbody>
</table>

The impact of the activities of the company in local employment.

202-2 Proportion of senior management hired from the local community

**MANAGEMENT APPROACH: INDIRECT ECONOMIC IMPACTS**

203-1 Infrastructure investments and services supported
See Key Figures.

The impact of the activities of the company in local development; the impact of the activities of the company in local populations and in the territory.

203-2 Significant indirect economic impacts
See Key Figures.

Note: Relevant issues are identified in blue.
MANAGEMENT APPROACH: PROCUREMENT PRACTICES

The inclusion of social, gender and environmental issues in the procurement policy; the consideration of social and environmental responsibility in our relations with suppliers and subcontractors; monitoring systems and audits and the results thereof.

204 Procurement Practices
See Konecta Ethics and Integrity
See Konecta Responsibility and Sustainability: Interaction with stakeholders
16-17 45-61

204-1 Proportion of spending on local suppliers
Konecta mainly engages local suppliers.
-

MANAGEMENT APPROACH: ANTI-CORRUPTION POLICY

Measures taken to prevent corruption and bribery; measures to combat money laundering; contributions to foundations and non-profit organizations.

205-1 Operations assessed for risks related to corruption
In all centres
-

205-2 Communication and training on anti-corruption policies and procedures
See Konecta Ethics and Integrity, Whistleblowing Channel.
16-17

205-3 Confirmed incidents of corruption and actions taken
0 cases
-

In accordance with Law 10/2010, of April 28, on the prevention of money laundering and the financing of terrorism, Konecta is not deemed a Regulated Entity. However, steps have been taken internally in our financial management to ensure the maximum correction of all economic transactions carried out by the company, for example, there are no cash payments to suppliers, and the payment of invoices is made solely to the account number specified in the invoice and, where said information is not included, the submission of a bank account ownership certificate is requested.

Moreover, in this regard, to substantiate the actual holders of shares or units of the different companies that integrate Konecta, the proceedings of the corresponding actual ownership are made public to submit this documentation to financial entities and other regulated entities.

MANAGEMENT APPROACH: ANTI-COMPETITIVE BEHAVIOUR

Legal actions related to unfair competition, monopolistic practices and against free competition

206-1
0 complaints
-

ENVIRONMENTAL PERFORMANCE

Consumption of raw materials and measures taken to improve the efficiency of their use

301-1 Materials used by weight or volume
Not significant due to the activity developed
-

Prevention, recycling and reuse measures, as well as other forms of recovery and waste disposal; actions to combat food waste.

301-2 Recycled input materials used
-

Prevention, recycling and reuse measures, as well as other forms of recovery and waste disposal; actions to combat food waste.

301-3 Reused products and packaging materials
Not significant due to the activity developed as the cafeteria service is only available in one centre and is outsourced.
-

MANAGEMENT APPROACH: ENERGY

Direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energies.

302-1 Energy consumption within the organisation
See Corporate Responsibility: we are sustainable
63-66

Note: Relevant issues are identified in blue.
**MANAGEMENT APPROACH: ENERGY**

**302-2 Energy consumption outside the organisation**
There are no tools for its calculation

**302-3 Energy intensity**

<table>
<thead>
<tr>
<th>Country</th>
<th>kWh / Employee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>835</td>
</tr>
<tr>
<td>Argentina</td>
<td>793</td>
</tr>
<tr>
<td>Brazil</td>
<td>377</td>
</tr>
<tr>
<td>Chile</td>
<td>1,059</td>
</tr>
<tr>
<td>Colombia</td>
<td>831</td>
</tr>
<tr>
<td>Portugal</td>
<td>451</td>
</tr>
<tr>
<td>Morocco</td>
<td>2,255</td>
</tr>
<tr>
<td>Mexico</td>
<td>1,251</td>
</tr>
<tr>
<td>Peru</td>
<td>712</td>
</tr>
</tbody>
</table>

**302-4 Reduction of energy consumption**

<table>
<thead>
<tr>
<th>Country</th>
<th>Reduction compared to 2017*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>6.16%</td>
</tr>
<tr>
<td>Argentina</td>
<td>0.10%</td>
</tr>
<tr>
<td>Brazil</td>
<td>-29.72%</td>
</tr>
<tr>
<td>Chile</td>
<td>-44.28 %</td>
</tr>
<tr>
<td>Colombia</td>
<td>-16.20%</td>
</tr>
<tr>
<td>Portugal</td>
<td>-5.22%</td>
</tr>
<tr>
<td>Morocco</td>
<td>-22.47%</td>
</tr>
<tr>
<td>Mexico</td>
<td>4.20%</td>
</tr>
<tr>
<td>Peru</td>
<td>-5.34%</td>
</tr>
</tbody>
</table>

**302-5 Reduction of the energy requirements of products and services**
See Corporate Responsibility: We are sustainable

---

**MANAGEMENT APPROACH: WATER**

**303-1 Total water withdrawal by source**
See Corporate Responsibility: We are sustainable.

<table>
<thead>
<tr>
<th>Country</th>
<th>Water consumption (m3 / Employee)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>3.15</td>
</tr>
<tr>
<td>Argentina</td>
<td>4.19</td>
</tr>
<tr>
<td>Brazil</td>
<td>4.97</td>
</tr>
<tr>
<td>Chile</td>
<td>18.20</td>
</tr>
<tr>
<td>Colombia</td>
<td>4.35</td>
</tr>
<tr>
<td>Portugal</td>
<td>18.26</td>
</tr>
<tr>
<td>Morocco</td>
<td>4.85</td>
</tr>
<tr>
<td>Mexico</td>
<td>4.20</td>
</tr>
<tr>
<td>Peru</td>
<td>4.51</td>
</tr>
</tbody>
</table>

**303-2 Water sources significantly affected by water extraction**
None

**303-3 Water recycled and reused**
Water is not reused or recycled

**MANAGEMENT APPROACH: BIODIVERSITY**

**304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas**
Konecta centres are not located in protected areas

**304-2 Significant impacts of activities, products, and services on biodiversity**
Konecta centres are not located in protected areas, and their activities do not generate significant impacts on biodiversity.

**304-3 Habitats protected or restored**
See Corporate Responsibility: We are sustainable

**304-4 Species listed on the IUCN Red List and national conservation lists with habitats in areas affected by operations**
Not significant due to the activity developed

**MANAGEMENT APPROACH: EMISSIONS**

**305-1 Direct and indirect emissions of GHG (scope 1)**
Emission factors are updated every year in April and the carbon footprint for 2018 is not calculated until then. This is the reason why it has not been possible to include the calculations for the 2018 carbon footprint in this report, which will be included in next year’s report.

The countries not included do not calculate their carbon footprint. However, we will work to gradually increase the number of countries that calculate it.

---

Note: Relevant issues are identified in blue.
### MANAGEMENT APPROACH: EMISSIONS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>See Indicator</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>305-2</td>
<td>Indirect GHG emissions when generating energy (scope 2)</td>
<td>305-1</td>
<td>65</td>
</tr>
<tr>
<td>305-3</td>
<td>Other indirect GHG emissions (scope 3)</td>
<td>305-1</td>
<td>65</td>
</tr>
<tr>
<td>305-4</td>
<td>GHG Emissions intensity</td>
<td>305-1</td>
<td>65</td>
</tr>
<tr>
<td>305-5</td>
<td>Reduction of GHG emissions</td>
<td>305-1</td>
<td>65</td>
</tr>
<tr>
<td>305-6</td>
<td>Emissions of ozone-depleting substances</td>
<td>305-1</td>
<td>65</td>
</tr>
<tr>
<td>305-7</td>
<td>Nitrogen oxides, sulphur oxides, and other significant air emissions</td>
<td>305-1</td>
<td>65</td>
</tr>
</tbody>
</table>

The important elements of the GHG emissions generated as a result of the activities of the company, including the use of goods and services produced; the measures taken to adapt to the consequences of climate change; the reduction goals voluntarily established in the medium and long term to reduce GHG emissions, and the means implemented for this purpose.

### MANAGEMENT APPROACH: EFFLUENTS AND WASTE

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>See Indicator</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>306-1</td>
<td>Water discharge by quality and destination</td>
<td></td>
<td></td>
</tr>
<tr>
<td>306-2</td>
<td>Waste by type and disposal method</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

There are no tools for its calculation.

### MANAGEMENT APPROACH: REGULATORY COMPLIANCE

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>307-1</td>
<td>Non-compliance with environmental legislation and regulations</td>
<td></td>
</tr>
</tbody>
</table>

### MANAGEMENT APPROACH: ENVIRONMENTAL EVALUATION OF SUPPLIERS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>308-1</td>
<td>New suppliers that have passed assessment and selection filters in accordance with environmental criteria</td>
<td>100% of suppliers</td>
</tr>
<tr>
<td>308-2</td>
<td>Negative environmental impact to the supply chain and actions taken</td>
<td>See Konecta: Ethics and Integrity</td>
</tr>
</tbody>
</table>

The possible impacts derived from the supply chain are mitigated by applying clauses, requirements and even on-site monitoring / audits to suppliers.

### MANAGEMENT APPROACH: POLLUTION

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>309-1</td>
<td>Measures to prevent, reduce or repair the carbon emissions that seriously affect the environment</td>
<td>65</td>
</tr>
</tbody>
</table>

No noise or light pollution is generated as a result of Konecta’s activities.
MANAGEMENT APPROACH: EMPLOYMENT

Organisation of the working hours, total number and distribution of employees by gender, age, country and occupational classification; total number and distribution of contract modalities, annual average of contracts, temporary contracts and part-time contracts by gender, age and occupational classification, number of dismissals by gender, age and occupational classification; average pay and evolution disaggregated by gender, age and occupational classification or similar; wage gap, average remuneration of similar jobs or average in society, average remuneration of directors and officers, including variable remuneration, allowances, indemnities, payment to long-term savings forecasting systems, and any other disaggregated perception by gender, implementation of labour disconnection policies, employees with disabilities.

Number of dismissals by gender, age and occupational classification;

Measures designed to facilitate the enjoyment of conciliation and encourage joint responsibility of these by both parents.

Note: Relevant issues are identified in blue.

MANAGEMENT APPROACH: OCCUPATIONAL HEALTH AND SAFETY

Health and safety conditions at work.

Percentage of employees covered by collective bargaining by country.

Note: Relevant issues are identified in blue.
MANAGEMENT APPROACH: OCCUPATIONAL HEALTH AND SAFETY

Accidents at work, in particular their frequency and severity disaggregated by gender.
Number of hours of absenteeism.

Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work related fatalities (accidents at work and occupational diseases)

Occupational diseases: disaggregated by gender.
The balance of collective agreements, particularly in the field of health and safety at work.

Workers with high incidence or high risk of diseases related to their activity

Health and safety issues addressed in formal agreements with trade unions

Workers’ representatives (Health and Safety Committee and Prevention Delegates) are informed of any aspect affecting the working conditions of the staff.

Note: Relevant issues are identified in blue.

Note: Relevant issues are identified in blue.

MANAGEMENT APPROACH: TRAINING AND EDUCATION

Policies implemented in the field of training.

Total amount of hours of training by professional categories.

Note: Relevant issues are identified in blue.
MANAGEMENT APPROACH: DIVERSITY AND EQUAL OPPORTUNITIES

Measures taken to promote equal treatment and opportunities between men and women; equality plans. (Chapter III of Organic Law 3/2007, of 22 March, for the effective equality of women and men), measures taken to promote employment, protocols against sexual harassment and on the grounds of gender, integration and universal accessibility of persons with disabilities; the policy against all forms of discrimination and, where appropriate, of diversity management.

Diversity Policy applied in relation to the board of directors, management and the specialised commissions created therein, with regard to issues such as age, gender, disability, or the training and professional experience of members, including goals, actions taken, the way in which they have been applied, in particular, the procedures to try to include a number of women to achieve a balanced presence of men and women in the governing body and the results in the reporting period, as well as the steps, if any, agreed on these issues by the Commission on Appointments.

They must inform if data was provided to shareholders on the diversity criteria and objectives on the occasion of the election or renewal of the members of the board of directors, management and the specialised commissions constituted therein.

Average pay and its evolution disaggregated by gender, age and occupational classification of equal value, wage gap, and average remuneration of similar jobs in society.

Note: Relevant issues are identified in blue.
MANAGEMENT APPROACH: NON-DISCRIMINATION

Application of due diligence procedures in the field of human rights; prevention of risks of violation of human rights and, where appropriate, measures to mitigate, manage, and repair possible abuses; complaints of cases of violation of human rights; promotion and enforcement of the provisions of the fundamental conventions of the International Labour Organization related to the respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour.

Equality: measures taken to promote equal treatment and opportunities between men and women; equality plans (Chapter III of the Organic Law 3/2007, of 22 March, for effective equality of women and men), measures taken to promote employment, protocols against sexual harassment and on the grounds of gender, integration and universal accessibility of persons with disabilities, policies against all forms of discrimination and, where appropriate, of diversity management.

Universal Accessibility for people with disabilities.

Employees with disabilities.

Note: Relevant issues are identified in blue.

MANAGEMENT APPROACH: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING

Application of due diligence procedures in the field of human rights; prevention of risks of violation of human rights and, where appropriate, measures to mitigate, manage, and repair possible abuses; complaints of cases of violation of human rights; promotion and enforcement of the provisions of the fundamental conventions of the International Labour Organization related to the respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour.

Organisation of the social dialogue, including procedures for informing and consulting staff and negotiating with them.

Note: Relevant issues are identified in blue.

MANAGEMENT APPROACH: CHILD LABOUR

Application of due diligence procedures in the field of human rights; prevention of risks of violation of human rights and, where appropriate, measures to mitigate, manage, and repair possible abuses; complaints of cases of violation of human rights; promotion and enforcement of the provisions of the fundamental conventions of the International Labour Organization related to the respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour.

Note: Relevant issues are identified in blue.
MANAGEMENT APPROACH: CHILD LABOUR

Application of due diligence procedures in the field of human rights; prevention of risks of violation of human rights and, where appropriate, measures to mitigate, manage, and repair possible abuses; complaints of cases of violation of human rights; promotion and enforcement of the provisions of the fundamental conventions of the International Labour Organization related to the respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour.

See Corporate Responsibility and Sustainability: The UN Global Compact and SDGs Code of Ethics for Suppliers 16-17 60-61

MANAGEMENT APPROACH: FORCED LABOUR

Application of due diligence procedures in the field of human rights; prevention of risks of violation of human rights and, where appropriate, measures to mitigate, manage, and repair possible abuses; complaints of cases of violation of human rights; promotion and enforcement of the provisions of the fundamental conventions of the International Labour Organization related to the respect for freedom of association and the right to collective bargaining; the elimination of discrimination in employment and occupation; the elimination of forced or compulsory labour; the effective abolition of child labour.

See Corporate Responsibility and Sustainability: The UN Global Compact and SDGs Code of Ethics for Suppliers 16-17 60-61

MANAGEMENT APPROACH: SECURITY MEASURES

Konecta does not have its own security personnel. In Spain, we work with a major group that offers different security services, attached to the Global Compact, and which also indicate that the implementation of the rights set forth in the Universal Declaration of Human Rights (UDHR), adopted by the General Assembly of United Nations are respected.

See Corporate Responsibility and Sustainability: The UN Global Compact and SDGs Code of Ethics for Suppliers 16-17 60-61

Note: Relevant issues are identified in blue.
### MANAGEMENT APPROACH: LOCAL COMMUNITIES

Relations maintained with key players of local communities and types of dialogues with them.

<table>
<thead>
<tr>
<th>LAW 11/2018 REQUIREMENT</th>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>413-1</td>
<td>Operations with local community engagement, impact assessments, and development programmes</td>
<td>Chapter Our Social Dimension: Equality and Integration</td>
<td>47-50</td>
</tr>
<tr>
<td></td>
<td></td>
<td>See Integration, our greatest value</td>
<td></td>
<td>71-87</td>
</tr>
</tbody>
</table>

The impact of the activities of society on local employment and development; the impact of the activities of society on local populations and the territory; the relations maintained with key players of local communities and types of dialogues with them.

<table>
<thead>
<tr>
<th>LAW 11/2018 REQUIREMENT</th>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>413-2</td>
<td>Operations with significant actual and potential negative impacts on local communities</td>
<td>See Integration, our greatest value</td>
<td>71-87</td>
</tr>
</tbody>
</table>

### MANAGEMENT APPROACH: EVALUATION OF SUPPLIERS IN THE FIELD OF HUMAN RIGHTS, LABOUR PRACTICES AND SOCIAL IMPACT

The inclusion of social, gender and environmental issues in the procurement policy; the consideration of social and environmental responsibility in our relations with suppliers and subcontractors; monitoring systems and audits and the results thereof.

<table>
<thead>
<tr>
<th>LAW 11/2018 REQUIREMENT</th>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>414-1</td>
<td>New suppliers screened using social criteria</td>
<td>100 %</td>
<td>16-17</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>26-27</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>40-41</td>
</tr>
</tbody>
</table>

The inclusion of social, gender and environmental issues in the procurement policy; the consideration of social and environmental responsibility in our relations with suppliers and subcontractors; monitoring systems and audits and the results thereof.

<table>
<thead>
<tr>
<th>LAW 11/2018 REQUIREMENT</th>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>414-2</td>
<td>Negative environmental impact to the supply chain and actions taken</td>
<td>0</td>
<td>16-17</td>
</tr>
</tbody>
</table>

Contributions to political parties and / or political representatives.

<table>
<thead>
<tr>
<th>LAW 11/2018 REQUIREMENT</th>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>415-1</td>
<td>There have been no contributions to political parties</td>
<td></td>
<td>-</td>
</tr>
</tbody>
</table>

### MANAGEMENT APPROACH: CUSTOMERS' HEALTH AND SAFETY

Measures for the health and safety of consumers.

<table>
<thead>
<tr>
<th>LAW 11/2018 REQUIREMENT</th>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>416-1</td>
<td>CUSTOMERS' HEALTH AND SAFETY</td>
<td>The services offered by Konecta do not entail impacts on occupational safety and health of customers.</td>
<td>18-19</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Assessment of impacts on health and safety in the categories of products or services.

<table>
<thead>
<tr>
<th>LAW 11/2018 REQUIREMENT</th>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>416-1</td>
<td>The services offered by Konecta do not entail impacts on occupational safety and health of customers.</td>
<td></td>
<td>18-19</td>
</tr>
</tbody>
</table>

Incidents of non-compliance concerning the health and safety impacts of products and services.

<table>
<thead>
<tr>
<th>LAW 11/2018 REQUIREMENT</th>
<th>GRI STANDARD</th>
<th>SUMMARY / DESCRIPTION</th>
<th>COMMENT / CHAPTER</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>416-2</td>
<td>No breaches of this typology have occurred.</td>
<td></td>
<td>-</td>
</tr>
</tbody>
</table>

Note: Relevant issues are identified in blue.
INBOND INVERSIONES 2014 S.L. (hereinafter the company) has commissioned AENOR to carry out a verification under a limited level of assurance of the state of non-financial information (hereinafter NFI reporting), in accordance with Law 11/2018 amending the Commercial Code, the consolidated text of the Capital Companies Law approved by Royal Legislative Decree 1/2010, of 2 July, and Law 22/2015, of July 20, on Account Auditing, in matters of non-financial information and diversity (hereinafter, Law 11/2018), for the verification period of its activities, fiscal year ended December 31, 2018, included in the non-financial reporting formulated on 28 May 2019, which is part of this Statement.

AENOR, in accordance with the aforementioned Law, has carried out this verification as an independent provider of verification services.

In this sense, AENOR has carried out the present verification under the principles of integrity, independence, ethics, objectivity, professional competence and diligence, confidentiality and professional behaviour that are required based on the accreditations that it has, within the general scope of application of ISO/IEC 17021-1:2015 and ISO 14065, and individuals, such as the Accreditation granted by the United Nations Convention on Climate Change (UNFCCC) for verification and validation of Clean Development Mechanism (CDM) projects.

AENOR, as required by the aforementioned Law, declares that it has not participated in processes prior to the verification of the NFI reporting.
Criteria

The criteria and information that have been taken into account as a reference for carrying out the check have been:


2) Standard ISAE 3000 (revised), relating to the commissioning of different insurances or the review of historical financial information.

3) The criteria established by the global sustainability reporting initiative at GRI standards when the organization has opted for this internationally recognized framework for the disclosure of information related to its corporate social responsibility.

AENOR expressly disclaims any responsibility for investment or other decisions based on this statement.

Verification process carried out

During the verification process carried out, under a limited level of assurance, AENOR conducted interviews with the staff in charge of collecting and preparing the non-financial information statement and reviewed evidence relating to:

- Activities, products and services provided by the organization
- Consistency and traceability of the information provided, including the process followed to compile it, sampling information on the reported one.
- Completion and content of the statement of non-financial information in order to ensure the completeness, accuracy and truthfulness of its content.
Conclusion

Based on the foregoing, in our opinion, there is no evidence to suggest that the statement of non-financial information included in the non-financial reporting CORPORATE RESPONSIBILITY AND SUSTAINABILITY REPORT KONECTA 2018 approved 14 May 2019, and for the year ended December 31 2018, is not a faithful representation of the INBOND INVERSIONES 2014 S.L. and companies included in the consolidated statements, performance in social responsibility matters under Law 11/2018. Specifically, in relation to environmental, social and personnel issues, including the management of equality, non-discrimination and universal accessibility, human rights, the fight against corruption and bribery and diversity.

Madrid, 14 May 2019

Rafael García Meiro
Chief Executive Officer

ANEXO

Companies included in Non Financial Statements

SOCIEDADES NACIONALES

1. INBOND INVERSIONES 2014 S.L.
B-87132932
Calle Serrano 41 2ª planta 28001 (Madrid)

2. BRENDENBURY S.L.
B-87098760
Calle Serrano 41 2ª planta 28001 (Madrid)

3. GRUPO KONECTANET S.L.U
B-84332096
Calle Serrano 41 2ª planta 28001 (Madrid)

4. KONECTA ACTIVOS INMOBILIARIOS, S.L.
B-83208070
Calle Serrano 41 2ª planta 28001 (Madrid)

5. KONECTA BTO, S.L
B-62916077
Calle Serrano 41 2ª planta 28001 (Madrid)

6. KONECTANET ANDALUCÍA, S.L
B-84245703
Calle Serrano 41 2ª planta 28001 (Madrid)

7. KONECTANET COMERCIALIZACION S.L.
B-84033422
Avda. de la Industria nº 49 – 28108 Alcobendas (Madrid)

8. KONECTA SERVICIOS ADMINISTRATIVOS Y TECNOLOGICOS, S.L
B-81564445
Calle Serrano 41 2ª planta 28001 (Madrid)

9. GRUPO KONECTA CENTROS ESPECIALES DE EMPLEO, S.L
B-84033422
Avda. de la Industria nº 49 – 28108 Alcobendas (Madrid)

10. KONECTA FIELD MARKETING S.A.
A-81564445
Calle Serrano 41 2ª planta 28001 (Madrid)

11. PUNTOFORM, S.L
B-84033422
Avda. de la Industria nº 49 – 28108 Alcobendas (Madrid)

12. KONNECTA COMUNICACIONES S.A.
B-84033422
Avda. de la Industria nº 49 – 28108 Alcobendas (Madrid)

13. KONECTA SERVICIOS DE BPO, S.L
(AKONNECTA TOP TEN, S.L y Konecta centro especial de empleo Sevilla, S.L.)

AENOR INTERNACIONAL, S.A.U. C/ GÉNOVA 6, 28004 MADRID
25.- GRUPO KONECTANET MEXICO SERVICIOS S.A.-de-C.V.
Mega (Mexico DF)
Avenida UNO, 63 y 65, Colonia San Pedro de los pinos, Delegación Benito Juárez, 08400 (México DF) / D.F.
26.- CONNECT SERVICES S.A.-de-C.V.
Registro Federal de Contribuyentes R6965/12033
Avenida UNO, 63 y 65, Colonia San Pedro de los pinos, Delegación Benito Juárez, 08400 (México DF) / D.F.
KONECTA OFFICES

ARGENTINA
ROSARIO
• Brown 2552
MENDOZA
• Gutierrez 50
BUENOS AIRES
• Corrientes 744
CÓRDOBA
• Rosario de Santa Fe 71
• 25 de Mayo 89
CHACO
• Monteagudo 55
• 9 de Julio 1445

BRAZIL
SÃO PAULO
• Rua Sergio Tomás, 415 – Bom Retiro CEP 01131-010
• Rua Ipanema 415, Bresser, São Paulo -SP, 03164-200

CHILE
SANTIAGO
• Rodrigo de Araya Nº1045, Macul
• Zañartu Nº1300, Ñuñoa

COLOMBIA
MEDELLÍN
• Lleras: Cr. 37A Nº 8-43
• CEDH: Cr. 52 Nº 14-30, Local 261
• PUERTO SECO: Cr. 86 Nº 65-185
• Buró Itagüí: Cr. 50 Nº 40-17, Interior 103
BOGOTÁ
• Buró 24: Av. Cr 2A Nº 86-49, Lote 2
• Dorado: Transversal 93 Nº 51-98
• Centro: Cr. 8 Nº 12B-61
• Calle 17: Cr. 17 Nº 65B-95, Local 105C
• Niza: Cll. 116 Nº 71 D-46
MONTERÍA
• Antiguo Seminario Juan XXIII: Trav. 9 Nº 1, A-97

SPAIN
KONECTA HEADQUARTERS
• C/Serrano, 41 28001 Madrid
ANDALUCÍA
• Ctra. Prado de la Torre s/n Parc 77-79. 41110 Bollullos de la Mitación - Sevilla
• C/ Leonardo Da Vinci, 5. 41092 Isla de la Cartuja - Sevilla
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