

2014



# Sustainability Report



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# 01. Editorial



Blanca Treviño

05

Many things have changed and evolved in Softtek throughout our history, but one thing has stayed the same, and is responsible for making us what we are now: Our passion for what we do!

Market conditions have certainly changed, and so have the demands and needs of our clients, our services and even our delivery methods. Nevertheless, that "something" that moves us that encourages us, has not only remained with us all this time, but has touched every place we've done business and everyone that works with us.

It is clear that this organization is truly shaped by its people.

This is why we focus our culture on the human element, because we as associates can transcend through the value that we generate for our clients and for all other stakeholders, including ourselves. And at Softtek, social responsibility is the way and sustainability is the goal that we want to reach.

The 2014 Sustainability report is more than mere evidence of this statement; for me, as it should be for you, it is an opportunity and invitation to decide how far we are willing to go.

I hope you enjoy it as much as I do.

**Blanca Treviño**





KW & RT:

Period	Ready	WIP	Done
Week1			
Week2			
Week3			
Week4			
Week5			
Total			



# 02. Corporate Social Responsibility Strategy



## Management model



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For Softtek, Corporate Social Responsibility (CSR) is a value-creating process through which we continually try to reach a balance between our profitability, environment and people.

This means that when we reach a decision, we look not only at the business factors, but also take into consideration the potential repercussions for people inside and outside of the organization, as well as any impact on the environment, the communities where we operate, and in general, all of our stakeholders.

Our principles adhere to the standards set by ISO 26000 and the ILO (International Labor Organization), among others.

The exchange of knowledge and collaboration with other companies and social organizations is a very important component of our CSR management model to operate on the global level.

At Softtek, Social Responsibility is constantly evolving.









## 03. Profitability



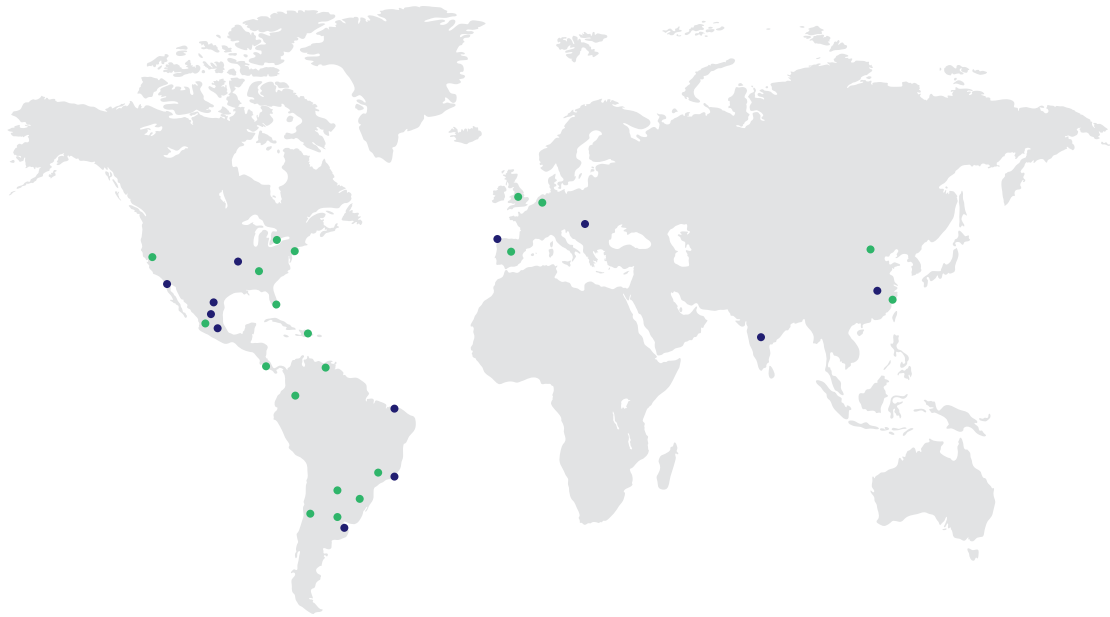
### Softtek Profile

Softtek is a global provider of technology solutions and services that help clients get ahead in the digital age through: decreasing creation time for business solutions; eliminating complexity in information technology platforms; offering proven solutions with improved design and engineering; and generating predictable results for high-profile corporations.



# Softtek Profile

SOFTTEK IN NUMBERS



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\* GDC = Global Delivery Center



# More than 9,000 associates

# 30 OFFICES

Corporate Offices: Monterrey

### Global Delivery Centers:

- Argentina: La Plata and Buenos Aires
- USA: St. Louis
- Brazil: São Paulo and Fortaleza
- China: Wuxi and Beijing
- India: Bangalore
- Spain: A Coruña
- Mexico: Mexico DF, Aguascalientes, Ensenada, Monterrey, Guadalajara

### North America:

Canada, USA and Mexico.

### Europe:

Spain, United Kingdom, Netherlands.

### South America:

Argentina, Brazil, Colombia, Uruguay, Chile, Venezuela, Paraguay, Peru.

### Central America:

Costa Rica, Puerto Rico

### Asia:

China and India.

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2006 2007 2008 2009 2010 2011 2012 2013 2014



GARTNER

Only Latin American company figured in Gartner's Magic Quadrant, 2006-2007.

Softtek opens a GDC in A Coruna, Spain.

CHINA IT

Softtek acquires China I.T. United, expanding capabilities to the Asian market.

Softtek named "Strong Performer" by Forrester Research (and again in 2009).

Softtek opens a GDC in La Plata, Argentina.

TOP COMPANY

Named for 3rd consecutive year as "Top Company to Watch" in Latin America (Global Services 100, NeolT).

GDC CHINA

Softtek receives 11th SAP Award of Excellence.

Softtek opens a GDC in Wuxi, China.

IAOP'S

Softtek is the highest ranking Latin American company on IAOP's 2010 Global Outsourcing 100 List®.

NEAR SHORE

President & CEO of Softtek is the first woman inducted into IAOP Outsourcing Hall of Fame.

3 Softtek executives selected among Nearshore Industry's most powerful voices (Nearshore Power 50 List).

30 YEARS

Softtek celebrates its 30th anniversary in December.

Softtek acquires SAP Specialist, SCAI.

Softtek is recognized by CEMEFI as "Socially Responsible Company" for 3d year in a row.

SYSTECH

Softtek acquires Systech Integrators, Inc.

A new GDC is opened in India.

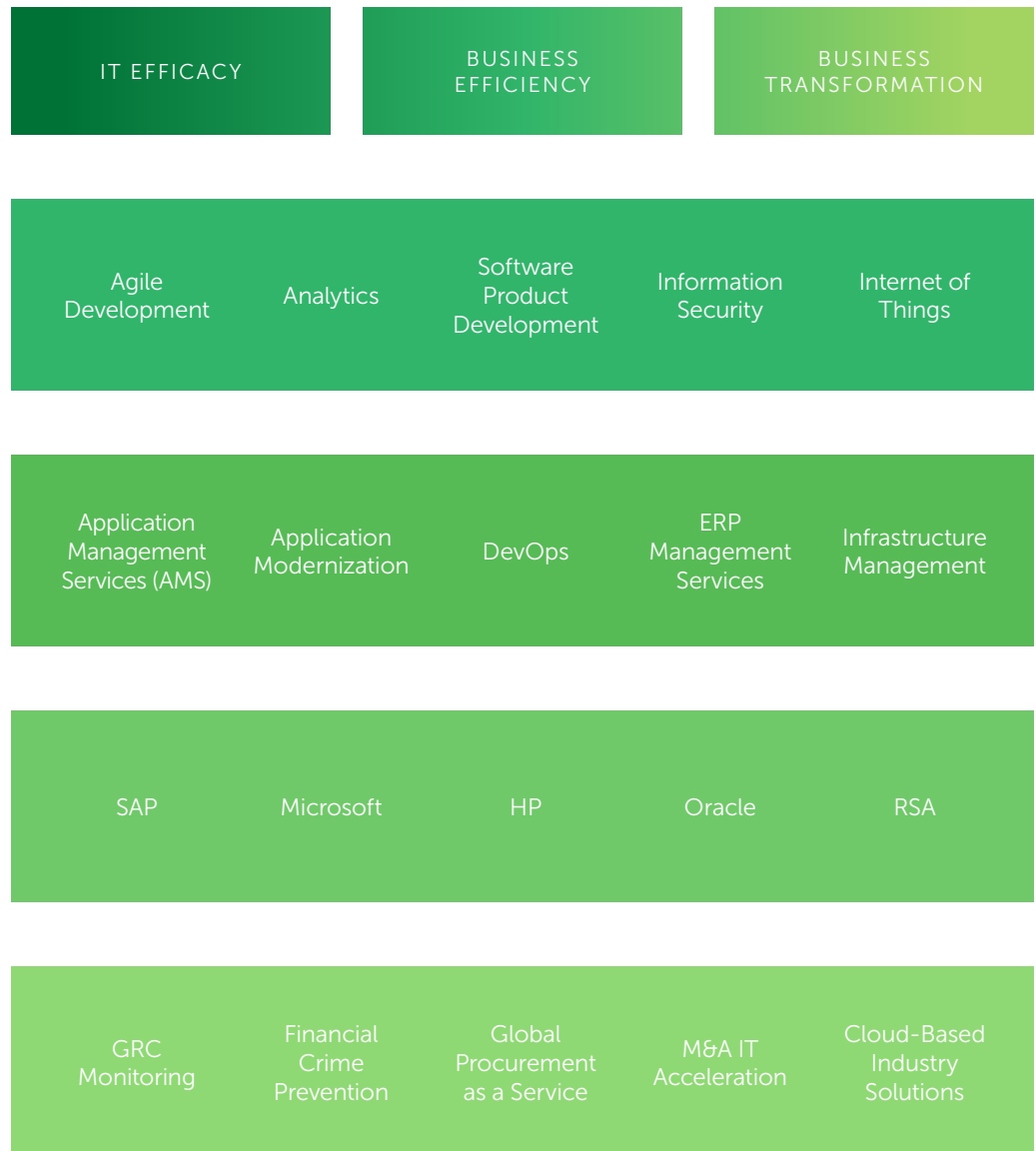
GDC BRAZIL

Softtek opens new GDC in Fortaleza, Brazil.

For second year in a row Softtek is included in Gartner Magic Quadrant for SAP AMS providers.



# Service portfolio addresses three areas of focus



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**STRONG POSITION  
IN THE MARKET**

- Strong presence throughout Latin America.
- Leader in Nearshore services for North America.
- Recognized by leading industry analysts.

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**DIGITAL  
SOLUTIONS  
AS LEVER OF  
GROWTH**

- Continued strengthening of the portfolio of cloud, mobile and analytical.
- Increasing the portfolio of horizontal solutions and specific industries.
- Robust capabilities for agile business solutions.

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**STRATEGIC  
VISION FOR THE  
ORGANIZATION**

- Pioneer in providing global services from Latin America.
- Building capacity to compete globally.
- Ecosystem of partnerships that sustain growth.

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**PROVEN  
ABILITY FOR  
COMPLETION**

- Global customer base, diversified and recurring class.
- Sustained competitiveness for process maturity scale and global delivery models.
- Outstanding customer experience

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**GLOBAL  
PROPOSITION  
VALUEA**

- Combination of local and remote service delivery.
- Full global delivery model.
- Experience creates certainty.

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**FINANCIAL  
POSITION**

- Exceptional financial path.
- Model recurring and stable revenue (92% of income comes from repeat customers).
- Operational excellence keeps rising margins.
- Geographically diversified revenues.



# Right-Value Model

Our focus has six key components that we consider essential for success in relationships with our customers, projects or engagement. These six components are:

- **Right Culture**

We believe in establishing an environment value that is focused on the results and efficiency, as well as a culture that reward oriented behavior to action.

- **Right Quality**

We believe that quality should be evaluated in regarding business performance.

Our assurance metrics ensure that quality monitoring is conducted by level of service, processes, Lean Six Sigma and according to the final result.

- **Right Size**

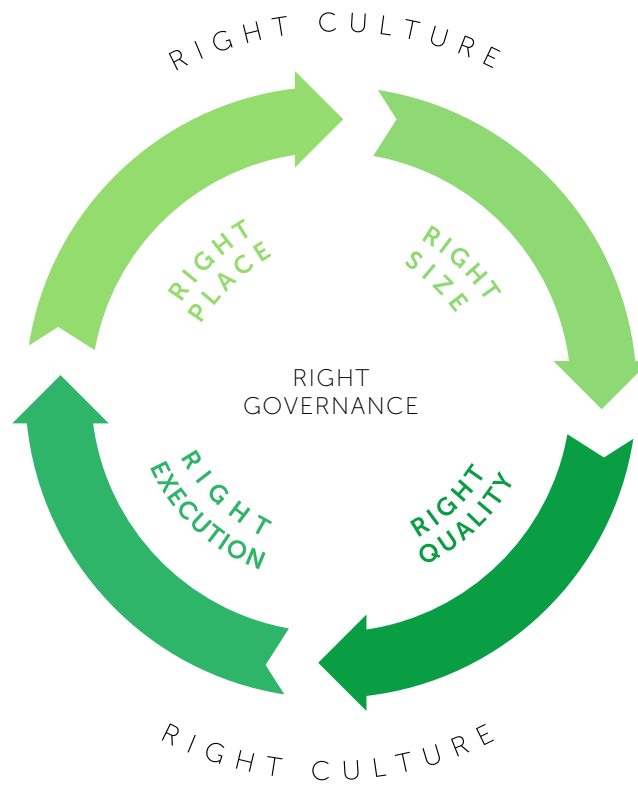
We need to have the correct number of people with the right mix of abilities.

In Softtek we not believe in simply re-assign or re-locate people first choice. First of all, We identify business objectives client, and then formed a team with the optimal size and the right mix skill regardless if through re-assignment or relocation.

- **Right Execution**

Outsourcing contracts offer typically savings in initial costs, however, over time they tend impact in the scope, so the cost increases.

Our approach optimizes the results and it ensures operational stability throughout the life cycle of the contract.



• **Right Place**

The labor arbitration is an important tool for reducing costs but, often a recipe for failure.

We believe that the allocation of equipment It must be determined by the performance, regulation, mitigating factors and geopolitical risk, not only by the workplace.

Our onsite capabilities, onshore, Nearshore and offshore allow us to offer the best allocation option.

• **Right Governance**

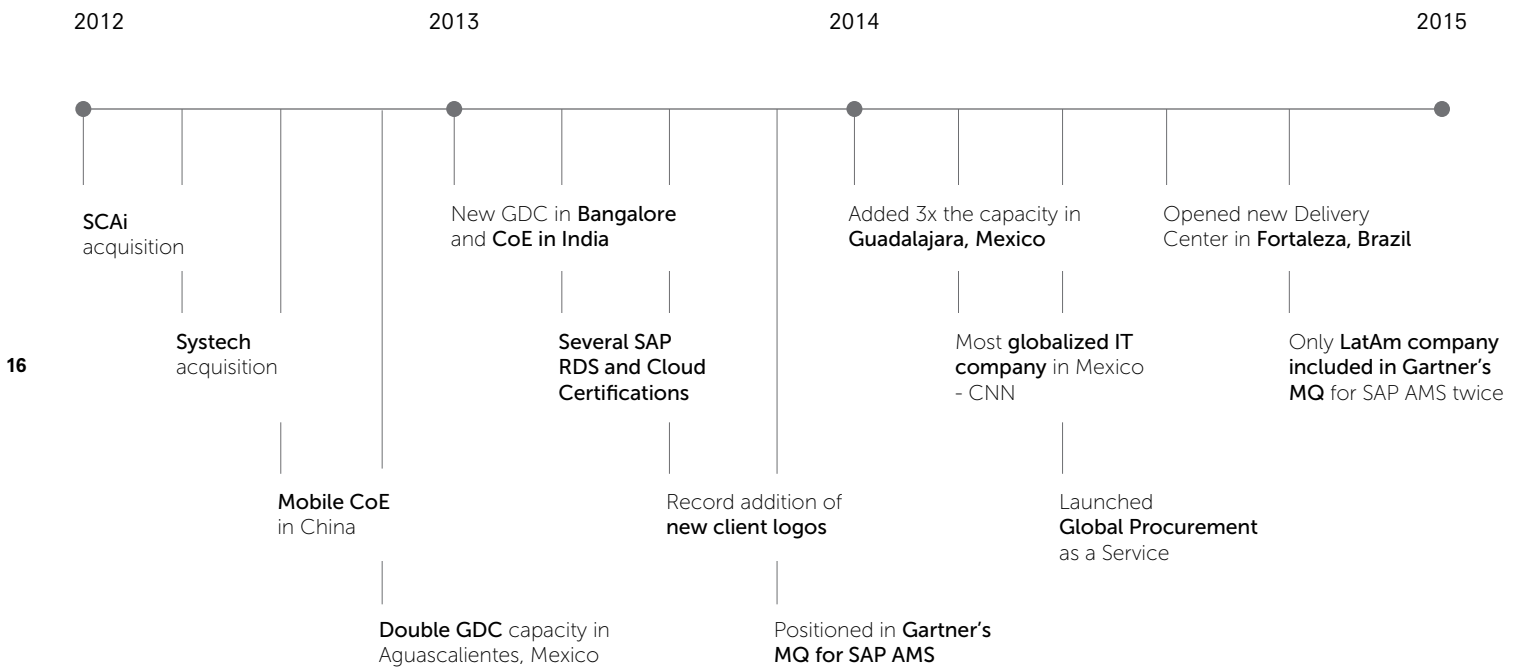
Good governance requires identification Key performance indicators for each business by design principles Six Sigma (DFSS), an effective strategy change management and a series of processes enabling performance predictability according to the guidelines of Six Sigma, CMMi or ITIL.

Softtek automates processes and metrics using dashboards that provide data relevant on measuring performance business and continuous improvement.



# Recent relevant events

ENABLING SOFTTEK'S FAST GROWTH AND INDUSTRY LEADERSHIP  
IN THE AMERICAS THROUGH INNOVATION







# Client Satisfaction Program



1,945 surveys were made in 13 countries where Softtek does business.

The NPS or Net Promoter Score is a tool created to measure the satisfaction level of our clients. It is widely used around the world by both B2C (Business to Consumer) or B2B (Business to Business) corporations, which is the case for Softtek.

It is the process of conducting surveys, implemented as a measuring tool (we cannot improve what we cannot measure). It is a base for the implementation of improvements at the project, account, or service level, which results in an increase in the number of accounts and improved retention of clients.

In addition, it helps by documenting the results and actions that result from it.

MARKET	SURVEYS	↑*	↓	—	NPS
CHINA	12	7	0	5	58
GLOBAL	171	91	8	72	49
MEXICO & CENTRAL AMERICA	264	124	25	115	38
USA & CANADA	283	142	28	113	40
GRAND TOTAL	730	364	61	305	42

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PRACTICE	SURVEYS	↑	↓	—	NPS
DEVELOPMENT	235	129	10	96	51
STAFFING	112	56	8	48	43
AMS	137	66	7	64	43
ITIS	84	43	10	31	39
ERP (SAP)	60	25	9	26	27
QAV	57	27	6	24	37
BPO	8	1	4	3	-38
INFORMATICS	6	3	1	2	33
CONSULTING	2	1	1	0	0
[ BLANK ]	29	13	5	11	28
GRAND TOTAL	730	364	61	305	42

↑ = PROMOTORS

↓ = DETRACTORS

— = PASSIVE



### NPS by Market 2014



### NPS by Practice 2014

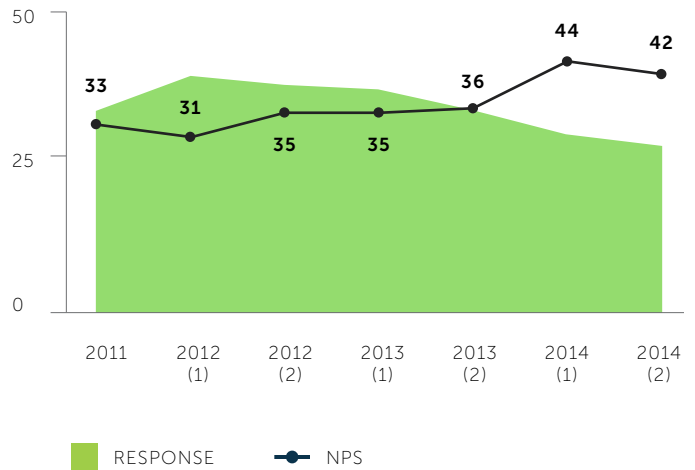


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## Softtek's NPS and Results per semester

Softtek has maintained a positive NPS trend during the last couple of years.

- In 3 years Softtek went from a 33 NPS score to 42.
- From 2013 to 2014, all markets improved the client satisfaction level by up to 12 points (Global Accounts).
- The practices that had the most important NPS improvements were ITIS, AMS, and Development; ITIS improved by 26 points.





# Profitability

CORPORATE GOVERNANCE

The Shareholders Meeting is the highest body in the corporation and among its powers, has the authority to appoint the members of the Board of Directors and the members of the Auditing and Corporate Practices Committee. The Shareholders Meeting is held at least once a year. In 2014, the Shareholders Meeting appointed and ratified

our Chief Executive Officer, Blanca Trevino, as President of the Board of Directors. She is one of the most experienced individuals in our business, in the information technology industry, and is responsible for the successful growth of Softtek since 2000. The members of the Board of Directors are the following individuals:

## Blanca Avelina Treviño de Vega

PRESIDENT AND CEO

President of the Board of Directors and Chief Executive Officer (CEO), she holds a Bachelor of Science in Computer Systems Administration by the Instituto Tecnológico de Monterrey. She has more than 29 years of experience in Softtek and more than 36 years in the information technology industry.

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### Roberto Neftali Montelongo Romero

DIRECTOR AND COO

Member of the Board of Directors and Chief Operating Officer (COO), he holds an Electronic Systems Engineering Degree by the Instituto Tecnológico de Monterrey. He has more than 28 years of experience in Softtek and more than 36 years of experience in the information technology industry.

### Fernando Hugo Vega García

DIRECTOR AND CSSO

Member of the Board of Directors and Chief Shares Services Officer (CSSO), he holds a Bachelor of Computer Sciences degree by the School of Mathematics of the Universidad Autónoma de Nuevo León. He has more than 29 years of experience in Softtek and more than 36 years of experience in the information technology industry.

### Doris María Luisa Seedorf Fernandez

DIRECTOR AND EUROPE CEO

Member of the Board of Directors and Chief Executive Officer of the Softtek's Europe, Middle East and African Market (EMEA), she holds a Bachelor of Computer Sciences by the School of Mathematics of the Universidad Autónoma de Nuevo León. She has more than 29 years of experience in Softtek and more than 36 years in the information technology industry.

### Heriberto Murillo Tamayo

DIRECTOR AND CFO

Member of the Board of Directors and Chief Financial Officer, he holds a Public Accountant and Auditor Degree by the Tecnológico de Monterrey and MBA from the University of Michigan. He has more than 8 years of experience in Softtek and more than 25 years of experience in finance.

### Horacio de Jesus Flores Gomez

ALTERNATE DIRECTOR

Non-executive Alternate Member of the Board of Directors, he holds a degree in Computer Systems Engineering by the Instituto Tecnológico de Monterrey. He has more than 38 years of experience in the information technology industry.

### Angel Eduardo Guerrero García

ALTERNATE DIRECTOR AND CSO

Alternate Member of the Board of Directors and Global Chief Sales Officer for Softtek (CSO), he holds a degree in Electronic Systems Engineering from the Instituto Tecnológico de Monterrey. He has more than 28 years of experience in Softtek and more than 36 years in the information technology industry.

### Eduardo Arizpe Fematt

SECRETARY, NON MEMBER OF THE BOARD OF DIRECTORS

Non-member and non-executive secretary for the Board of Directors, he holds a Law degree from Universidad Regiomontana. He has more than 35 years of experience in corporate law.

### María Carolina Martínez Carlos

ALTERNATE SECRETARY, NON MEMBER OF THE BOARD OF DIRECTORS

Alternate Secretary, Nonmember of the Board of Directors and Global Manager of the Softtek's Legal Department, Lawyer by Universidad de Monterrey and International Investment Law and Trade Law, LL.M. She has more than 4 years of experience in Softtek and more than 10 years of experience in corporate law.



# Board of Directors

## CORPORATE GOVERNANCE

The Board of Directors is currently evaluating several candidates with outstanding morals and integrity, extensive knowledge of the information technology industry, entrepreneurship and finances in order to select and submit them for consideration by the Shareholders Meeting to fill at least 3 vacancies of Independent Members in the Board of Directors.

The Board of Directors is in charge of the execution and supervision of the decisions taken by the Shareholders Meeting, as well as supervising the administration, performance and general strategies of the business.

The Board of Directors meets at least three times a year. One of the most important meetings of the Board of Directors is related to the revision and authorization of the consolidated audited financial statements for the applicable fiscal year, which is normally held on the first quarter of every fiscal year in order to submit such statements to the Annual Shareholders Meeting, in compliance with the Board of Director's obligations to report accountant and financial business performance. The last meeting of the Board of Directors is held the last quarter of each year to authorize next years' investment plans and

financial forecasts for the following 5 years. The compensation for the directors and executives is determined by the Auditing and Corporate Practices Committee jointly with the President of the Board of Directors. Currently, the members of the Board of Directors do not receive compensation as members of the board.

For the performance of its duties, the Board of Directors relies on the Auditing and Corporate Practices Committee. Such Committee evaluates the internal control system in order to report to the Board of Directors the situations and results of the internal audit of the efficiency of the internal controls within Softtek. The Committee will report the Board of Directors in great detail about the findings, risks and other events detected as well as follow up on the appropriate preventive and corrective measures; provided, that such Committee will later notify the CEO, who will instruct each department leader to diligently implement corrective plans to mitigate risks.

Additionally, potential conflicts of interests are submitted to the attention of the Auditing and Corporate Practices Committee, who will review reviewing and authorize such issues.







### Board of Directors

#### PRESIDENT

F Blanca Treviño de Vega

#### DIRECTORS

- M Roberto Neftalí Montelongo Romero
- M Fernando Hugo Vega García
- F Doris María Luisa Seedorf Fernández
- M Heriberto Murillo Tamayo
- M Horacio de Jesús Flores Gómez (Alternate, non-executive)
- M Angel Eduardo Guerrero García (Alternate)

#### SECRETARIES (non members of the board of administration)

- M Eduardo Arizpe Fematt (Non-executive)
- F Marla Carolina Martínez Carlos (Alternate, non-executive)

F = Female  
M = Male

### Auditing and Corporate Practices Committee

#### PRESIDENT

M Jose Angel Arias Alvarez

Non-executive President of the Auditing and Corporate Practices Committee, he holds a degree in Computer Systems by the Instituto Tecnológico de Monterrey. He has more than 38 years of experience in the information technology industry.

#### MEMBERS

M Horacio de Jesús Flores Gómez

Non-executive member of the Auditing and Corporate Practices Committee, he holds a degree in Computer Systems by the Instituto Tecnológico de Monterrey. He has more than 38 years of experience in the information technology industry.

F Elsa Catalina Patiño González

Non-executive member of the Auditing and Corporate Practices Committee, she holds a degree in Electronic Systems Engineering by the Instituto Tecnológico de Monterrey. She has more than 28 years of experience in Softtek and more than 36 years in the information technology industry.

In 2015, the Board of Directors will present a proposal to the Shareholders Meeting for the incorporation of an Ethics and Sustainability Committee, which will report to the Board of Directors.

The purpose of this Committee will be to ensure the compliance of the Code of Ethics and the administration of sustainability and social responsibility policies and initiatives of the organization.

It should be noted the such Committee shall have the powers necessary to implement the corrective actions required by any non-compliance of the Code of Ethics and shall also present and execute social responsibility and sustainability initiatives and plans so they may be submitted for authorization by the Board of Directors.



# Operating Committees

In the execution of its authority, the Board of Directors is assisted by several committees that supervises specific business areas. The Operating Committees that report to the Board of Directors are the following:

## Executive Committee

- F Blanca Treviño de Vega
- M Roberto N. Montelongo Romero
- M Heriberto Murillo Tamayo
- M Fernando Hugo Vega García
- M Angel Eduardo Guerrero García
- M Francisco Javier Ángeles Lara
- M Benigno César López Santiago
- M Marcos Jiménez Baez
- M Carlos Antonio Funes Garay
- M Mauro Gabriel Mattioda
- M Miguel Angel Saldívar Álvarez
- M Luis Ignacio Revilla Muñoz
- M Alejandro Camino Cortés

## Security Committee

- F Blanca Treviño de Vega
- M Heriberto Murillo Tamayo
- M Roberto N. Montelongo Romero
- M Fernando Hugo Vega García
- M Benigno César López Santiago

## Investment and Risk Committee

- F Blanca Treviño de Vega
- M Roberto N. Montelongo Romero
- M Heriberto Murillo Tamayo

F = Female  
M = Male

Each Market CEO submits its annual and quarterly forecast to receive feedback and enhancement from the Executive Committee's members.

Among its responsibilities is the evaluation of annual and five-year plans of each market as well as the results of the business strategies in order to share experiences, receive feedback and make appropriate modifications.

Jaime Gonzalez, Information Security Officer, directly reports to this committee.

The scope of this committee is to design and order the implementation of the policies, mechanisms and systems necessary to ensure the information security of the company and its clients. The members of the security committee are listed above.

This Committee is responsible for evaluating and authorizing projects and investment initiatives. Additionally, the Market CEOs submit its quarterly results and this committee will take the necessary measures to ensure due performance of the business. The members of the investment and risk committee are listed above.



All Softtek Shareholders might bring to the attention of the President of the Board of Directors any issues that they consider to be relevant to be included in the agenda of the Shareholders Meeting. However, such issues might or might not be included in such agenda, under corporate law.

On the other hand, all Softtek collaborator or employee may present their concerns and suggestions through the several human capital representatives.

Within the organization, the caution principle is applied to each of the matters that affect the business, wellbeing and quality of life of the collaborators of the organization. For example, there are financial policies, such as the approval of projects or derivative policies intended for limiting financial risks to which a company may be exposed.

On the other hand, there is the "Disaster Recovery Plan" which is intended to give continuity to the business during unforeseen circumstances or force majeure events (for example, the implementation of vaccination campaigns for influenza epidemics).

In addition, there is a "Security Awareness" conference held once a year in all of our branches with the purpose of displaying the accident and disaster prevention policies, as well as maintaining information security and personal safety of our collaborators.

The shared services area evaluates and determines the compensation of the collaborators and employees on a fair-market basis, complying with all the benefits specified by law. There are also special compensations for outstanding performance derived from a 360° evaluation implemented on a yearly basis. It also designs and establishes training plans for professional and personal development of each collaborator and employee.

The company has fulfilled all of its obligations with its suppliers, financial institutions, local governments, tax authorities, social security, and labor organizations, among others.

In the history of the company, no dividends have been delivered, since its profits have been reinvested to sustain its dynamic growth.



Softtek assigns 70% of its economic value directly to its associates.

Our groups of interest:

- Associates
- Investors
- Competitors
- Government
- Civil Groups and Organizations
- Clients
- Suppliers









## 04. People



### Luis Revilla

At Softtek, we see talent as the capacity of people to develop their full potential to create a tangible value.

When you belong to the "industry of knowledge", it will seem logic to declare that our greatest asset is the talent of our people; however, it is important to keep in mind that behind all that technology there is always a person or group of people that make it possible.

To us, Talent Engagement is not just another area of the company; it is a philosophy to achieve that "match" between what we are as an organization, and what other people are looking for.

This means making Softtek a place in which we all want to work and where no one wants to leave. It is the relentless search among everyone towards challenges, opportunities and growth.

It means raising awareness that our daily work affects not only our customers, but also the customers of our customers. It means sharing a purpose of why we do things. It means generating a sense of meaning and belonging. It means providing spaces to give back to the community what we receive from it. It means stimulating that talent to continue its development.

From my experience, I can say that after 15 years I feel that I am a leader in Softtek's history. I am proud to turn back and say 'I did this,' 'I was there,' and 'I was part of that change, of that evolution.' This means I left a mark, I went beyond... That is how I want each person to feel in their own journey at Softtek.

**Luis Revilla**  
VOP Human Capital



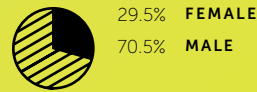
# Infographics



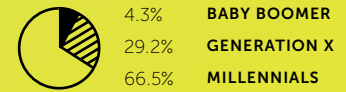
## SOFTTEK GLOBAL

8,080 *	2.9	2,272 **	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	<b>AVERAGE SALARY</b>	
32.8	31	86%	14%
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	<b>BILLABLE</b>	<b>STAFF</b>

### GENDER



### AGE



## CORPORATE

69	8.0	2,608	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	<b>AVERAGE SALARY</b>	
36.6	35	0%	100%
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	<b>BILLABLE</b>	<b>STAFF</b>

### GENDER

42%	<b>FEMALE</b>
58%	<b>MALE</b>

### AGE

11.6%	<b>BABY BOOMER</b>
40.6%	<b>GENERATION X</b>
47.8%	<b>MILLENNIALS</b>

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## ARGENTINA

584	2.5		
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>		
32.9	32		
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>		
1,965	87%	13%	
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>	

### GENDER

28.1%	<b>FEMALE</b>
71.9%	<b>MALE</b>

### AGE

3.1%	<b>BABY BOOMER</b>
31.7%	<b>GENERATION X</b>
65.2%	<b>MILLENNIALS</b>



## BRAZIL

828	3.5		
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>		
33.7	33		
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>		
3,053	85.9%	14.1%	
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>	

### GENDER

39.3%	<b>FEMALE</b>
60.7%	<b>MALE</b>

### AGE

6.9%	<b>BABY BOOMER</b>
33.5%	<b>GENERATION X</b>
59.7%	<b>MILLENNIALS</b>



## CANADA

12	2.1		
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>		
43.7	45.5		
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>		
6,401	91.7%	8.3%	
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>	

### GENDER

8.3%	<b>FEMALE</b>
91.7%	<b>MALE</b>

### AGE

33.3%	<b>BABY BOOMER</b>
50%	<b>GENERATION X</b>
16.7%	<b>MILLENNIALS</b>

\* Subcontractors are not included / \*\* Values are US dollars, the Average Salary is per Month





CHILE

41	0.9	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	
34.9	34	
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	
3,775	85.4%	14.6%
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>
<b>GENDER</b>		
<b>AGE</b>		
31.7% <b>FEMALE</b>	4.9% <b>BABY BOOMER</b>	
68.3% <b>MALE</b>	34.1% <b>GENERATION X</b>	
	61% <b>MILLENNIALS</b>	



CHINA

223	0.0	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	
27.7	27	
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	
1,337	83%	17%
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>
<b>GENDER</b>		
<b>AGE</b>		
32.3% <b>FEMALE</b>	0% <b>BABY BOOMER</b>	
67.7% <b>MALE</b>	8.5% <b>GENERATION X</b>	
	91.5% <b>MILLENNIALS</b>	



COLOMBIA

167	2.7	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	
37.1	35	
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	
3,223	83.2%	16.8%
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>
<b>GENDER</b>		
<b>AGE</b>		
44.9% <b>FEMALE</b>	16.2% <b>BABY BOOMER</b>	
55.1% <b>MALE</b>	36.5% <b>GENERATION X</b>	
	47.3% <b>MILLENNIALS</b>	



COSTA RICA

68	0.8	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	
32.2	31	
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	
2,175	91.2%	8.8%
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>
<b>GENDER</b>		
<b>AGE</b>		
8.8% <b>FEMALE</b>	1.5% <b>BABY BOOMER</b>	
91.2% <b>MALE</b>	23.5% <b>GENERATION X</b>	
	75% <b>MILLENNIALS</b>	



INDIA

241	1.2	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	
30.0	29	
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	
1,084	82.6%	17.4%
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>
<b>GENDER</b>		
<b>AGE</b>		
15.8% <b>FEMALE</b>	0% <b>BABY BOOMER</b>	
84.2% <b>MALE</b>	19.1% <b>GENERATION X</b>	
	80.9% <b>MILLENNIALS</b>	



MEXICO

2,293	2.7	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	
33.9	31	
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	
2,154	86.9%	13.1%
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>
<b>GENDER</b>		
<b>AGE</b>		
32.2% <b>FEMALE</b>	6% <b>BABY BOOMER</b>	
67.8% <b>MALE</b>	31.1% <b>GENERATION X</b>	
	62.9% <b>MILLENNIALS</b>	



MEXICO (US MKT)

3,067	3.2	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	
31.3	30	
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	
1,753	89.4%	10.6%
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>
<b>GENDER</b>		
<b>AGE</b>		
26.1% <b>FEMALE</b>	1.6% <b>BABY BOOMER</b>	
73.9% <b>MALE</b>	24.4% <b>GENERATION X</b>	
	73.9% <b>MILLENNIALS</b>	



SPAIN

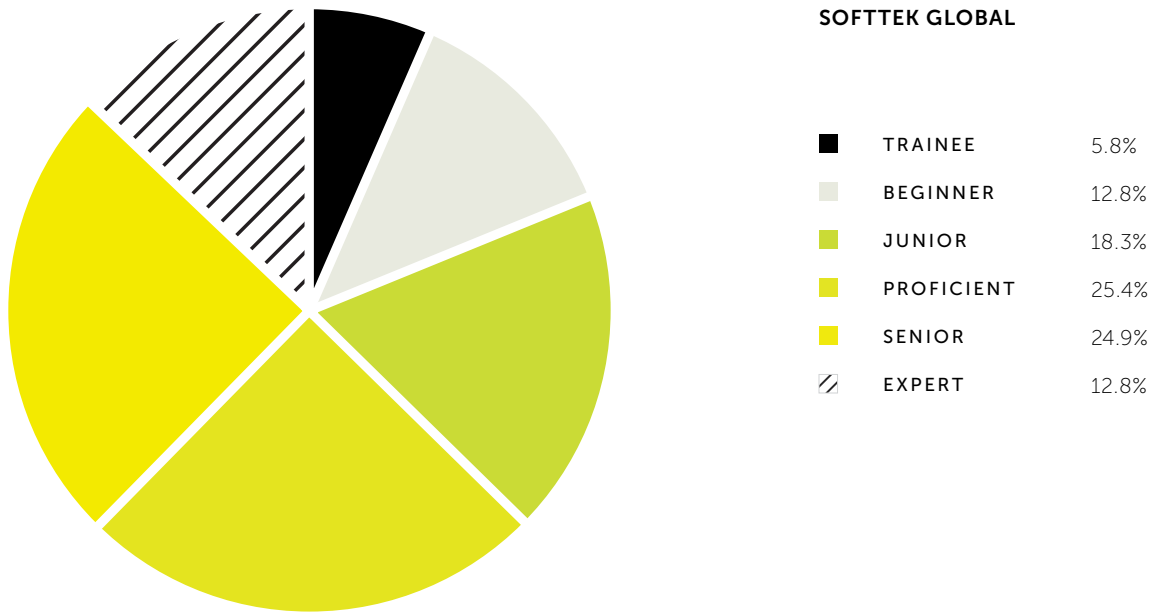
173	0.0	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	
34.4	34	
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	
2,496	88.4%	11.6%
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>
<b>GENDER</b>		
<b>AGE</b>		
31.8% <b>FEMALE</b>	1.7% <b>BABY BOOMER</b>	
68.2% <b>MALE</b>	48% <b>GENERATION X</b>	
	50.3% <b>MILLENNIALS</b>	



USA

314	3.9	
<b>HEADCOUNT</b>	<b>YEARS AT SOFTTEK</b>	
39.2	39	
<b>MEAN AGE</b>	<b>MEDIAN AGE</b>	
7,263	67.5%	32.5%
<b>AVERAGE SALARY</b>	<b>BILLABLE</b>	<b>STAFF</b>
<b>GENDER</b>		
<b>AGE</b>		
20.7% <b>FEMALE</b>	12.4% <b>BABY BOOMER</b>	
79.3% <b>MALE</b>	52.5% <b>GENERATION X</b>	
	35% <b>MILLENNIALS</b>	

## Distribution by Level

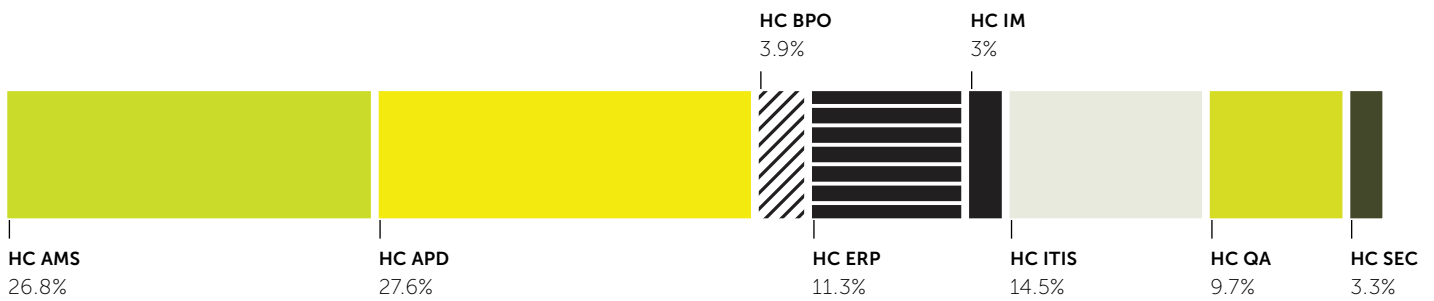


30

COUNTRY	TR	BG	JR	PR	SR	EX
ARGENTINA	11.4%	0%	15%	32.1%	36.9%	4.6%
BRAZIL	3.2%	17%	10.3%	26.4%	33.4%	9.7%
CANADA	0%	9.1%	45.5%	0%	27.3%	18.2%
CHILE	0%	0%	8.3%	19.4%	58.3%	13.9%
CHINA	10.8%	10.3%	21.1%	28.6%	20.5%	8.6%
COLOMBIA	15.3%	0%	15.3%	25%	42.4%	2.1%
CORPORATE	0%	0%	0%	0%	0%	0%
COSTA RICA	0%	4.8%	21%	27.4%	25.8%	21%
INDIA	1%	12.6%	29.1%	28.6%	21.1%	7.5%
MEXICO	2%	14.8%	17.6%	26%	23.3%	16.4%
MEXICO (US MKT)	8.4%	15.1%	21.4%	22.4%	20.1%	12.6%
SPAIN	7.8%	0.7%	17%	34.6%	37.9%	2%
USA	0%	5.2%	9.9%	26.9%	23.6%	34.4%

## Distribution of People by Activity

### SOFTTEK GLOBAL



31

COUNTRY	HC AMS	HC APD	HC BPO	HC ERP	HC IM	HC ITIS	HC QA	HC SEC
ARGENTINA	38.3%	33.8%	1.4%	25%	0.2%	0.8%	0.6%	0%
BRAZIL	45.2%	13.1%	6.5%	20.5%	10.3%	1.1%	3.4%	0%
CANADA	9.1%	9.1%	0%	0%	0%	72.7%	9.1%	0%
CHILE	34.3%	25.7%	0%	40%	0%	0%	0%	0%
CHINA	8.6%	46.5%	4.9%	1.6%	0%	18.4%	20%	0%
COLOMBIA	34.5%	0%	1.4%	56.6%	0.7%	6.9%	0%	0%
CORPORATE	0%	0%	0%	0%	0%	0%	0%	0%
COSTA RICA	0%	19.4%	0%	8.1%	0%	59.7%	1.6%	11.3%
INDIA	31.2%	0%	1.5%	50.3%	0%	17.1%	0%	0%
MEXICO	15.6%	52.2%	0%	8.8%	6.1%	7.8%	9.2%	0.3%
MEXICO (US MKT)	28.7%	15.8%	6%	3.7%	0.2%	22.6%	15.1%	7.8%
SPAIN	18.3%	35.3%	22.2%	3.3%	2.6%	17.6%	0.7%	0%
USA	38.7%	9.9%	1.4%	10.8%	0%	34.4%	4.7%	0%

# Work Environment Survey



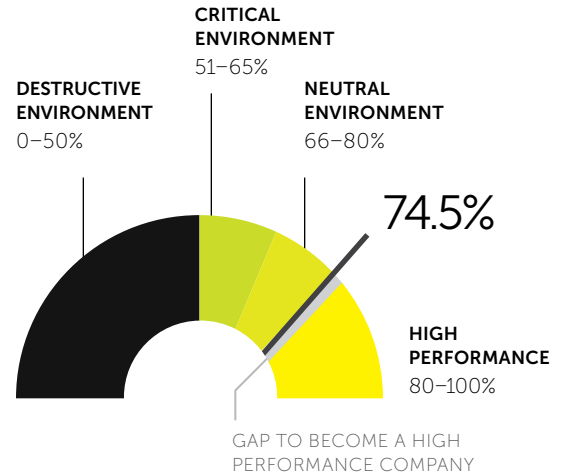
65%

Participation



5,387

Associates  
Surveyed



32

We are convinced that, **given the right environment, talented and self-determined people create amazing things.**

The Engagement Index survey provides us with information about our work environment, and also with what we consider our strengths and areas of opportunity; it has also provided us the visibility to carry out the necessary actions to build the environment we want to work in.

High levels of engagement relates to high productivity levels, which positively impact both the people and the organization's success taken as a whole.

We are convinced that, given the right environment, talented and self-determined people create amazing things.

Generally speaking, and in accordance with our own opinions, our work environment has been positioned in a Neutral category, at 74.5%. We are close to becoming a High Performance Company.

To achieve our goal, we will implement initiatives related to our facilities, growth opportunities, and recognition programs, among others.

This survey was conducted in Argentina, Brazil, Colombia, Costa Rica, Spain, India, Mexico and the United States.



### 6 DIMENSIONS

Shape the Engagement Index:



78%

Organizational Practices  
DIVERSITY AND INCLUSION



77%

Work  
DAILY ACTIVITIES



77%

People  
TEAM LEADERSHIP, INTEGRATION AND COMMUNICATION SKILLS



74%

Quality of Life  
WORK-LIFE BALANCE FACILITIES



72%

Opportunities  
CAREER, TRAINING AND DEVELOPMENT



67%

Total Compensation Package  
SALARY AND BENEFITS



# Performance Management

The purpose of Process Management is to identify and acknowledge the accomplishments achieved during the year, follow up on the process and evaluate the goals achieved.

Performance Management is a process geared towards the evolution of associates, which enables a proper form of following up and provides the leader with visibility into the team’s productivity, which translates into growth and development for everyone.

34

<b>2014 results</b>	<b>Closure:</b> <b>5,679 PROCESSES</b>
---------------------	---

The Performance Management process supports the engagement that in one of its definitions includes three areas:

• **AUTONOMY**

To know the purpose of the activities each person performs independently.

• **PURPOSE**

To establish a clear goal of where everything is going, and what is expected from each person, from the leader to the associate.

• **MASTER**

To identify high performance. To clarify what is expected from each person and to have visibility into the current performance and other areas of opportunity that will arise as a benefit for the organization and all of us who are part of it.

# Softtekiada

A HISTORIC SOFTTEKIADA



35

The Softtekiada is an annual event that unites Softtek associates from different countries where Softtek operates. Its main objective is to promote sports and offer a space to gather during the qualifiers for tournaments, featuring soccer, volleyball, basketball, swimming and track and field. In 2014, the location was Riviera Nayarit, Mexico.



400

Attendees



65%

Associates

35%

Family & Friends



8

Countries

12

Locations



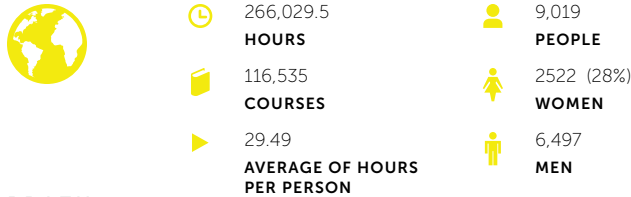
1,800

Associates took part in Running to Softtekiada

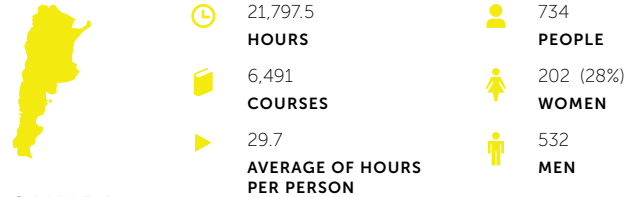
# Training

9,019  
People were trained.

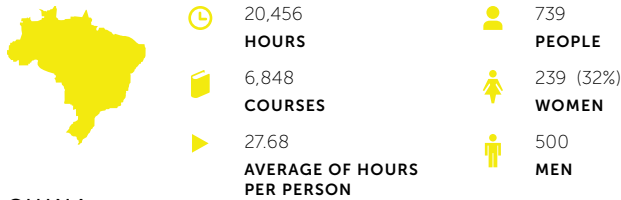
## GLOBAL



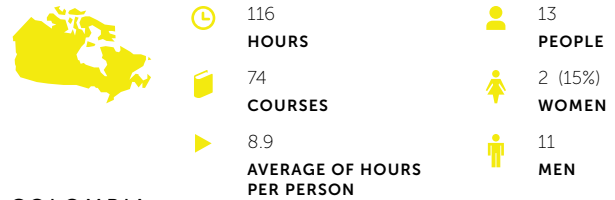
## ARGENTINA



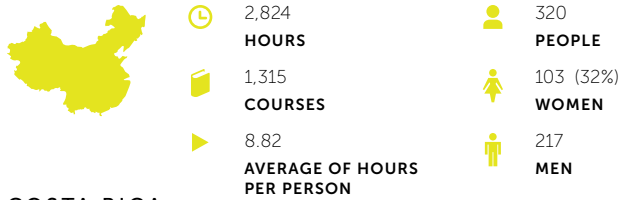
## BRAZIL



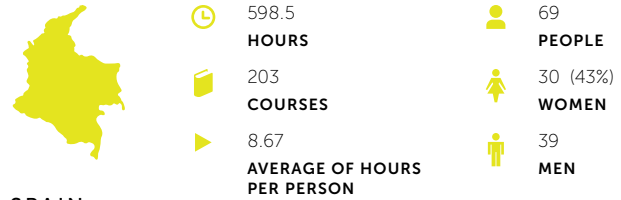
## CANADA



## CHINA

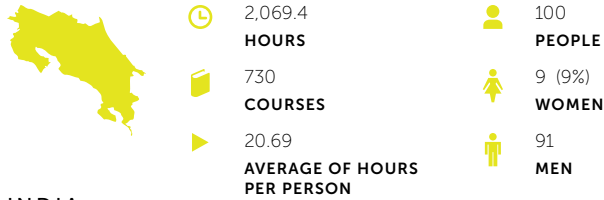


## COLOMBIA

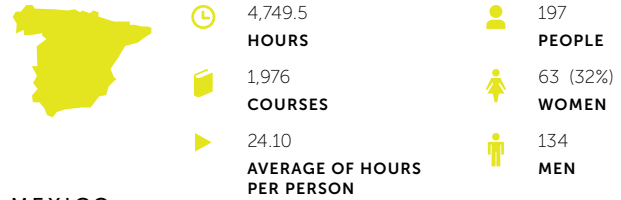


36

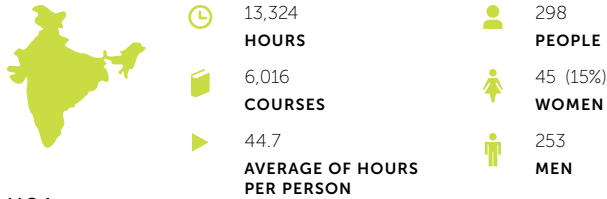
## COSTA RICA



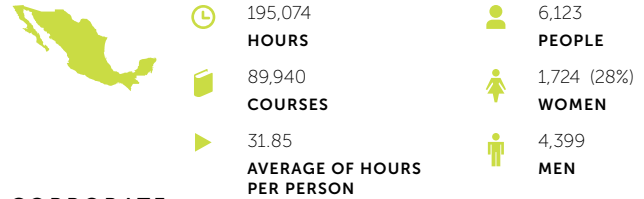
## SPAIN



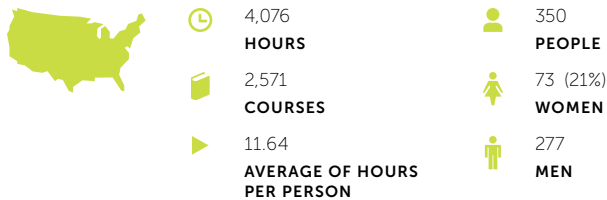
## INDIA



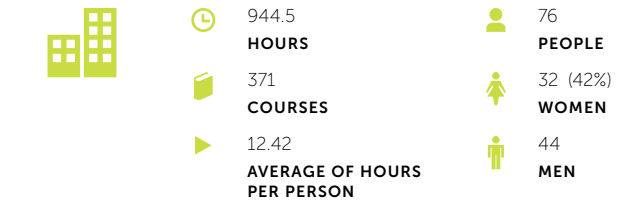
## MEXICO



## USA



## CORPORATE





## Distribution by Type of Training

COURSE	ARG	BRA	CAN	CHINA	COL	CORP	CR	SPA	IND	MEX	USA	TOTAL	%
INTRODUCTION BLOCK	8119	5613	40	1553	121	336	667	1197	6894	49576	674	74790	28%
POWERSKILLS	864	3225	14	8	176	243	741	1309	1733	35888	645	44845	17%
METHODOLOGIES	2438	2622	18	201	116	3	112	378	2365	35701	837	44790	17%
SECURITY AWARENESS	2	1370	39	910		277	375	942	1181	23688	1230	30012	11%
TECHNOLOGY	1569	2059	2	22	8	15	71	27	664	20217	142	24794	9%
ENGLISH	6642									7499		14141	5%
SIX SIGMA	24	1551	3	128	6	64	48	83	128	10099	162	12296	5%
PROJECT MANAGEMENT I	497	876		2		7	2	9	337	7310	210	9248	3%
OTHERS	1076				149		51	787		2840	68	4970	2%
INTERNAL PROCESSES	548	3141	1		23	1	3	3	22	902	5	4648	2%
PROJECT MANAGEMENT II	21							16		1350	104	1491	1%
OTHERS										6		6	0%
<b>TOTAL</b>	21797.5	20456	116	2824	598.5	944.5	2069.41	4749.5	13324	195,074.1	4076	266,029.5	100%

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## Momentum Program

314

People each month.

→ 5%

Of Softtek's total population.

TRAINEE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	AVERAGE
BRA	0	0	0	0	16	16	18	18	18	19	20	20	13
CAN	1	3	6	9	13	12	29	29	24	23	23	21	17
SPA	0	0	0	10	10	10	7	2	2	6	6	6	5
MEX	240	261	308	332	346	286	266	278	276	267	225	252	278
USA	1	1	0	0	0	0	0	1	1	1	1	1	1
<b>SUM</b>	<b>242</b>	<b>265</b>	<b>314</b>	<b>351</b>	<b>385</b>	<b>324</b>	<b>320</b>	<b>328</b>	<b>321</b>	<b>316</b>	<b>275</b>	<b>300</b>	<b>314</b>

On average, each month we have 314 Trainees in the Momentum program, which represents 5% of Softtek's total number of associates.









## 05. Environment



### Fundación Solidaria

Our mission is to focus our efforts on actions that contribute to the sustainable development of the communities where we operate. We want to be consolidated as a global foundation, with a committee in each location where we have presence, to contribute to the social welfare and optimal balance between people and the environment.



# Fundación Solidaria

During 2014, the renewal process that started in 2013 was concluded, with a change to the image and identity of the Foundation.

A website ([fundacionsolidaria.org](http://fundacionsolidaria.org)) was officially launched to promote the mission and vision but, above all, the different programs through which we perform activities for the benefit of the community and how associates and their families and friends can participate.

One of the programs, "Amigo Solidario", with over 1,000 members in Mexico and Brazil, involves monthly donations for the support of different actions in each location.

The main challenge is to consolidate in the coming years a program to support the education and use of technology to cause a sustainable development of the communities where we operate.

40



## Education

	4,960		\$19,458.76 USD
	<b>BENEFICIARIES</b>		<b>SOLIDARIA INVESTMENT</b>
	155		\$1,303.70 USD
	<b>VOLUNTEERS</b>		<b>DONATION FROM VOLUNTEERS</b>
	768		\$104,168.00 MXN
	<b>HOURS</b>		<b>SOFTEK INVESTMENT FOR EDUCATIVE ALLIANCE</b>



## Health

	250		\$4,061.78 USD
	<b>BENEFICIARIES</b>		<b>SOLIDARIA INVESTMENT</b>
	87		
	<b>VOLUNTEERS</b>		
	114		
	<b>HOURS</b>		



## Housing, Clothing and Feeding

	1,108		\$ 5,115.39 USD
	<b>BENEFICIARIES</b>		<b>SOLIDARIA INVESTMENT</b>
	378		\$ 884.07 USD
	<b>VOLUNTEERS</b>		<b>DONATION FROM VOLUNTEERS</b>
	1,042		\$690.00 USD
	<b>HOURS</b>		<b>SOFTEK DONATION TO SOLIDARIA</b>



## Nature

	5,166		\$ 24,224.07 USD
	<b>BENEFICIARIES</b>		<b>SOLIDARIA INVESTMENT</b>
	1,295		\$ 344.30 USD
	<b>VOLUNTEERS</b>		<b>DONATION FROM VOLUNTEERS</b>
	4,257		\$ 1,382.67 USD
	<b>HOURS</b>		<b>SOFTEK DONATION TO SOLIDARIA</b>



## Coexistence and Solidarity

	2,284		\$ 7,913.12 USD
	<b>BENEFICIARIES</b>		<b>SOLIDARIA INVESTMENT</b>
	850		\$ 5,360.74 USD
	<b>VOLUNTEERS</b>		<b>DONATION FROM VOLUNTEERS</b>
	932		\$ 6,034.22 USD
	<b>HOURS</b>		<b>SOFTEK DONATION TO SOLIDARIA</b>



## Total

	13,768		\$60,773.11 USD
	<b>BENEFICIARIES</b>		<b>SOLIDARIA INVESTMENT</b>
	2,765		\$7,892.81 USD
	<b>VOLUNTEERS</b>		<b>DONATION FROM VOLUNTEERS</b>
	7,113		\$8,106.89 USD
	<b>HOURS</b>		<b>SOFTEK DONATION TO SOLIDARIA</b>



# "Make a Difference Day"

LOCATION		TREES	ADOPTION	VOLUNTEERS	HOURS
Aguascalientes	Parque del Cerro de la Cruz	1,000	0	25	75
	Parque el Cedazo	600	200	308	1,320
Monterrey	Plaza Pública	300	100	210	630
Guadalajara	Tree Adoption		150	150	150
San Luis Potosi	Tangamanga II	150	10		0
Cd. de Mexico	Amecameca Bosque Esmeralda	1,388	0	91	273
Ensenada	Parque ecológico	195	48	80	400
Dallas, TX	Arboretum		6	12	12
St. Louis	Missouri Botanical Garden	20		18	18
Cincinnati, OH	Tree adoption		10	10	10
Ottawa	Tree Ottawa	10		18	18
Bogota	Riveras del Río Bogotá	60	0	27	216
Costa Rica	Parque Santa Inés	25			
São Paulo	Presa Billings	635		65	260
Rio de Janeiro	Oficinas de Softtek		110	110	
A Coruña	Ayuntamiento de Vedra	5		33	198
Buenos Aires	Fundación Tupambaé	150	0	60	360
<b>TOTAL</b>		<b>4,538</b>	<b>634</b>	<b>1,217</b>	<b>3,940</b>

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Every time we speak of social responsibility, we openly acknowledge that Solidaria was born because of the passion of a group of people in Brazil and that, in time, expanded despite the geographic distances and language differences.

Every day, more and more associates join Fundación Solidaria because they are convinced that there is always something that can be done for our environment and community. It is very important to state that this did not start as a business initiative, and that as each year more associates from all over the world join, the organization continues to carry on.

Solidaria evolved from a volunteer initiative to become an area with programs that cover all social responsibility topics.

In 2014, our Make a Difference Day was dedicated to our responsibility towards the environment. Our goal is to plant a tree for each one of our associates in every location across the globe.



# Environment

## ENVIRONMENTAL POLICY

We believe that in order to boost our goal to transcend, we must focus on sustainability of economic, social and natural capital. This is because our environmental policy is an important part of the commitment and contribution that we make for the preservation of nature in the long term.

As part of this declaration, we commit to a sustainable use of natural resources, including the use of energy, which can decrease and deter the environmental impact of our business.

We are an organization that works on environmental issues under a philosophy of open

cooperation with local governments, organized civil society, knowledge academy and local communities.

As an IT services provider, we are aware that our operations can cause a series of impacts to the biodiversity in a direct or indirect form through our value chain.

This is the reason why we look for an optimal management of our environmental impacts, risks and opportunities to reduce the cost of business, improve the profitability of the shareholders, and protect, improve and create value to the environment.

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### SCOPE

This Environmental Policy has a global scope and includes Softtek operations in all the countries where we are present—including, but not limited

to, the management of climate change, pollution, water, biodiversity and resource scarcity issues.

### ENVIRONMENTAL COMPLIANCE

We are committed to complying, or even exceeding, the requirements from the environmental legislation in all areas where we operate.

### MANAGEMENT OF OUR DIRECT ENVIRONMENTAL IMPACTS

We are committed to the management of our direct environmental impact through the following activities:

- To monitor, reduce and communicate our energy use, greenhouse gasses emissions, paper consumption, residues and water consumption.

- To start initiatives to recycle, pursuant current processes and regulations from each nation.
- To ensure the storage, transportation and final disposition of residues of our electric and electronic equipment's, fulfilling each local valid legal provision.



- To pursue and receive certification from local environmental organizations.
- To invest in energy-efficient technologies and explore the opportunities of using recycled materials where profitable.
- To ensure our operation processes are safe for our associates, clients and environment.
- To consider our impact on biodiversity.
- To promote the application and use of local and international tools to contribute to the improvement of our environmental development.

MANAGEMENT ON ENVIRONMENT IMPACTS OF OUR SUPPLY CHAIN

We apply sustainable management evaluations of the supply chain and our supply evaluation policy that involves sustainable business practices standards and commitment to continuous improvement with which our suppliers must comply.

Our goal is to work with our suppliers to positively influence their environmental performance, and to ensure that:

- They are aware of environmental, social and ethical problems, as well as the risks and opportunities of their operations and products.

- They operate pursuant to known international practices.
- They have management systems to deal with topics associated with their risks and opportunities.
- These systems offer an efficient performance management and continuous improvement.

We look to associates with suppliers that share our commitment with the best practices and continuous improvement. Likewise, we work with suppliers to reduce the environmental impact of the services and products that we use.

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SUSTAINABLE INFRASTRUCTURE

Our desire to limit the environmental impact of the business is reflected through our decision-making in regards to our business location.

We look to implement a policy to develop our activities in offices certified by environmental management standards in each area.

The environmental performance is one of our criteria used to select and adapt to new buildings.

Due to the aforementioned, we consider in the inclusion of efficient energy consumption management systems in our facilities, equipped with energy and water-saving technologies, which are located close to public transportation facilities.



**AWARENESS & PROMOTION**

We train our associates on environmental topics through the following activities:

- Publication of regular communications and internal newsletters to increase their understanding on environmental matters.
- Develop products and supplies that help associates make environmental decisions out of the office.
- Create and manage work spaces that reflect our commitment with the care of our natural resources (eco-efficiency).
- Contribute, if necessary, to the development of public politics that improve our natural environment, while we generate economic benefits.

**GOVERNANCE AND REPORT PRESENTATION**

The ultimate liability of our environment development lies in our CEO and Board of Directors.

Our management teams are responsible for managing the environmental impacts, risks and opportunities on a daily basis from the matters established by the Environmental Management Committee for our operational print, as well as risk committees and our Sustainability Committee.

We are committed to the continuous improvement of our environmental management system, which is developed in accordance with ISO 14001 standards, and supports our implementation of this policy.

We check our progress periodically, and publicly inform our environmental development over an annual basis and seek audit information by a third party.

**REVIEW OF THIS POLICY**

This policy is reviewed every two years.





# Energy Consumption

IN YEAR 2014

FACILITY SOURCE DESCRIPTION	A	B	C
	ACTIVITY DATA, ELECTRICITY HEAT, AND/OR STEAM	CO2 EMISSION FACTOR	C = A*B / 1,000,000 INDIRECT CO2 EMISSIONS IN METRIC TONS
<b>GDC Aguascalientes</b>	1,053,234 kWh	499.90 gm CO <sup>2</sup> / kWh	526.51 Tn CO <sup>2</sup>
<b>GDC Ensenada</b>	326,480 kWh	499.90 gm CO <sup>2</sup> / kWh	163.21 Tn CO <sup>2</sup>
<b>GDC Eugenia</b>	501,067 kWh	499.90 gm CO <sup>2</sup> / kWh	250.48 Tn CO <sup>2</sup>
<b>GDC Monterrey</b>	1,216,759.00 kWh	499.90 gm CO <sup>2</sup> / kWh	608.26 Tn CO <sup>2</sup>
<b>GDC Guadalajara</b>	353,310.00 kWh	499.90 gm CO <sup>2</sup> / kWh	176.62 Tn CO <sup>2</sup>

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**Sum of CO<sup>2</sup> emissions**  
**1,725.08 Tn\* CO<sup>2</sup>**

\* Metric Tons

# Electric power

2014 consumption per person  
1,504.95 kw / person

## AGUASCALIENTES

	ANNUAL COST *	KWT **
2011	2,256,995	1,315,440
2012	2,083,187	1,172,736
2013	1,916,467	1,050,480
2014	1,988,443	1,053,234

## ENSENADA

	ANNUAL COST	KWT
2011	38,105	19,697
2012	572,557	302,480
2013	537,611	313,628
2014	670,554	326,480

## EUGENIA

	ANNUAL COST	KWT
2012	209,927	131,600
2013	1,084,459	473,540
2014	1,062,946	501,067

## MONTERREY

	ANNUAL COST	KWT
2011	3,654,711	1,555,037
2012	3,497,958	1,425,188
2013	3,030,708	1,216,759
2014	3,030,708	1,216,759

## GUADALAJARA

	ANNUAL COST	KWT
2014	443,664	353,310

\* Figures in Mexican pesos / \*\* Total Kilowatts









# 06. Report Scope



## G3.1 / GRI Guide

The purpose of our sustainability report is to inform and reveal our company's CSR information.

The information corresponds to the months of January to December 2014, and is defined by using Guide G3.1 of the Global Reporting Initiative (GRI) as a reference.

It includes indicators for Softtek operations that include corporate offices in the city of Monterrey, Mexico, and administrative and operative centers around the world.

Softtek reports its results annually, and they are published on our website and are made accessible to our associates and clients.

The information presented is determined in accordance with internal exercises over the

relevant information for our business, as well as dialogues with associates and shareholders. Indicators are obtained from our internal information systems and records of our operations.

We performed a material analysis process to determine the indicators to report in 2014.

Actions we performed:

- Meetings with different areas of the company.
- Benchmark of industry reports in a national and international level.
- Recommendations and protocols of GRI guides.
- Communication with our shareholders.
- Internal documentation.

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CSR  
CORPORATE SOCIAL  
RESPONSIBILITY

SUSTAINABILITY REPORT  
**SOFTTEK 2014**



The mark of  
responsible forestry