

The background of the cover is a photograph of a modern building with a facade of horizontal slats. The building is partially framed by a light blue rectangular border. Green tree branches with small leaves are visible in the upper and right portions of the image, set against a clear blue sky.

*ges*DOCUMENT

**2016** Annual Report

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To prepare this annual report we followed the G4 (mandatory compliance) reporting guidelines of the Global Reporting Initiative.



# PRESENTATION

Letter from the CEO

2016 Milestones

Context and strategy



## LETTER FROM THE CEO

After several hard and exciting years in which the crisis affected all sectors of the economy, Gesdocument ended 2016 with an optimistic and hopeful message. The message is one borne of confidence in a job well done and that the decisions made in prior periods, during high stress and extremely uncertain situations, were correct, as reflected by this corporate report.

We are in the business of caring, caring for our employees and our clients who drive us. Built little by little, with determination and confidence, with small transactions and quite a bit of effort. Our business and effort that has made us one of the leading consulting firms in Spain.

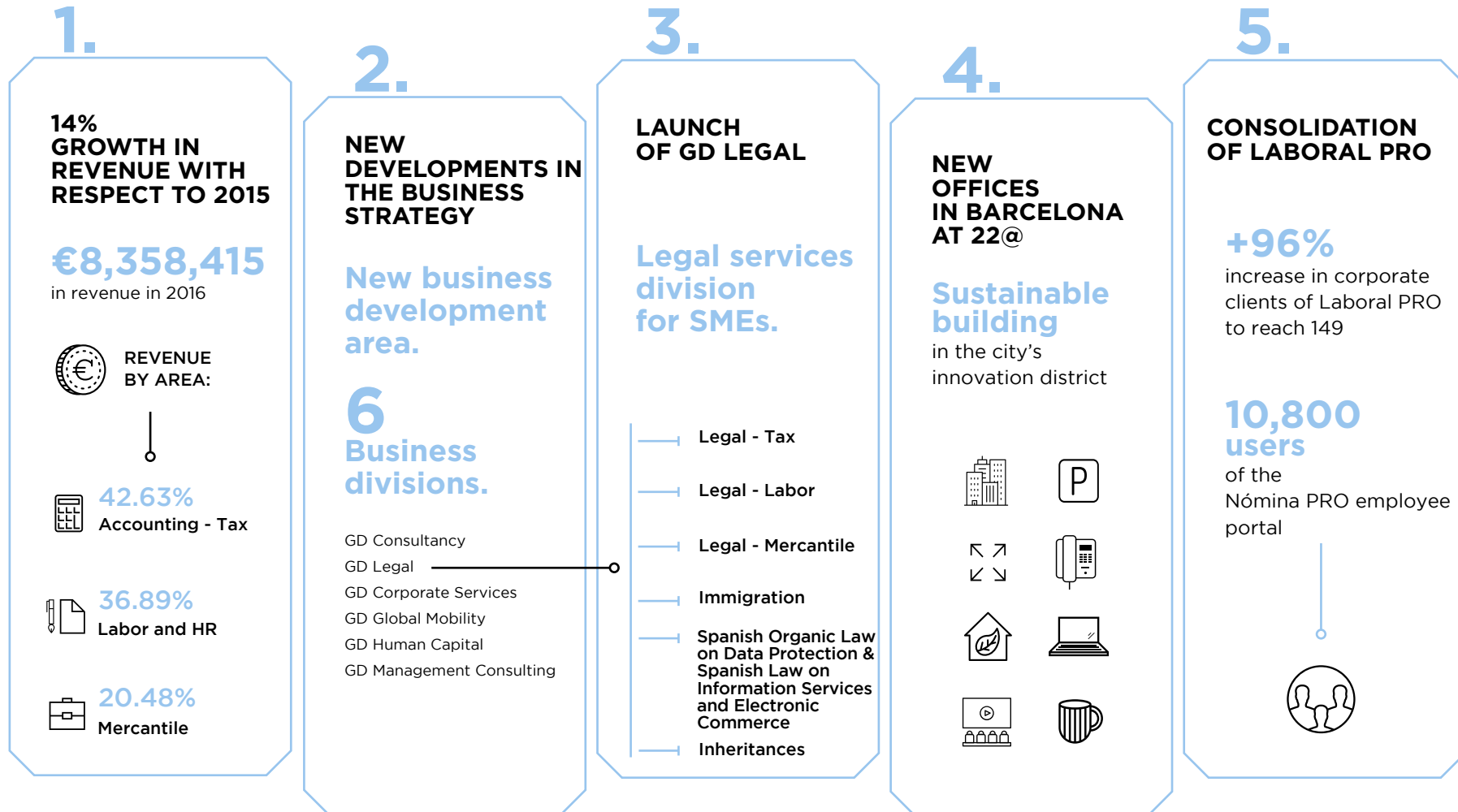
I would like to highlight two relevant milestones in 2016 that I believe will determine the future of our firm: the launch of a new legal consultancy division, GD Legal and the move to our new registered offices in Barcelona. The first demonstrates our boundless drive to continue growing and expanding our horizons. As I stated before, with determination and confidence. The second demonstrates our solvency, strength and commitment to our environment, to our clients and to the individuals that work at Gesdocument.

We are thankful, thankful to our clients for continuing to trust in us and grateful, very grateful for having and benefiting from a team of professionals who are leading us beyond anything we could have ever imagined.

**Felipe Santiago**  
**CEO of Gesdocument**



## 2016 MILESTONES



**Company and earnings performance**

After an excellent year in 2015, in 2016 we consolidated the upward trend in earnings, underscoring the organization growth dynamic. For the year in question, revenue for Gesdocument topped €8 million.

All of Gesdocument's departments increased their revenue. The departments that experienced the most growth were the mercantile and labor department and the HR department, up 12% and 22%, respectively.

In terms of offices, the Zaragoza and Valencia offices showed remarkable progress with revenue increases of 40% and 44% with respect to 2015.

**+14%**

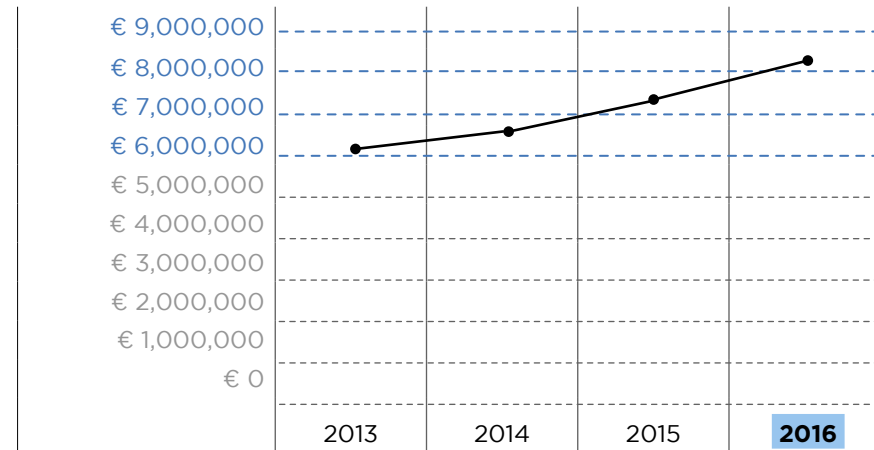
**growth**

**with respect to 2015**

**€ 8,358,415**

**in total revenue**

ANNUAL REVENUE

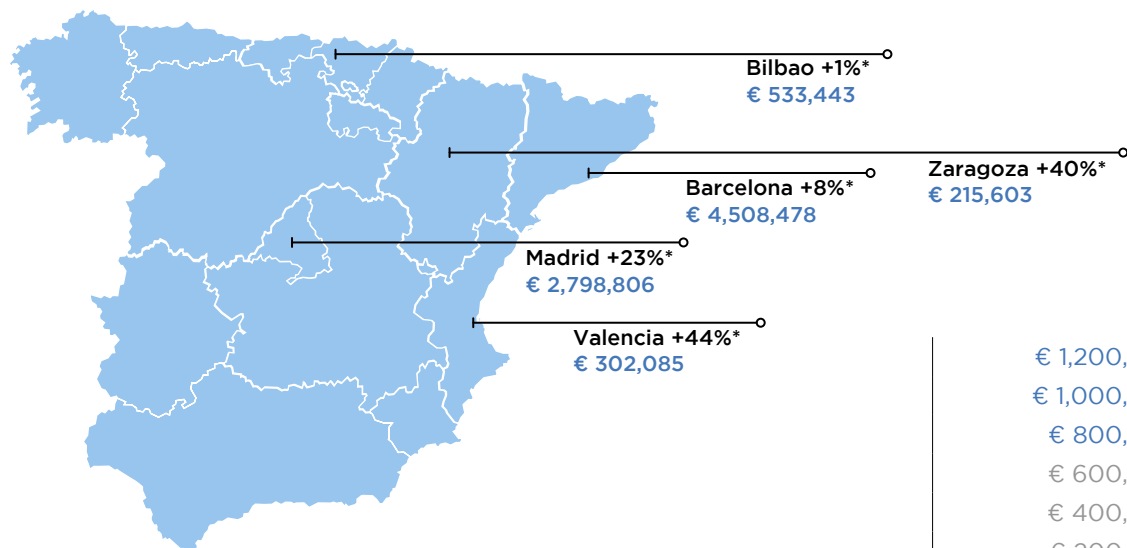


**In the last 5 years we have doubled our size**

BUSINESS VOLUME

|                    | 2013        | 2014        | 2015        | 2016               | Change      |
|--------------------|-------------|-------------|-------------|--------------------|-------------|
| <b>Total sales</b> | € 6,125,623 | € 6,644,503 | € 7,344,835 | <b>€ 8,358,415</b> | <b>+14%</b> |
| Accounting - Tax   | € 2,858,966 | € 3,119,493 | € 3,291,674 | <b>€ 3,563,323</b> | <b>+8%</b>  |
| Labor and HR       | € 2,093,106 | € 2,258,761 | € 2,530,222 | <b>€ 3,083,933</b> | <b>+22%</b> |
| Mercantile         | € 1,173,551 | € 1,266,249 | € 1,522,939 | <b>€ 1,711,159</b> | <b>+12%</b> |
| <b>EBITDA</b>      | € 913,119   | € 982,147   | € 1,006,897 | <b>€ 1,112,771</b> | <b>+11%</b> |

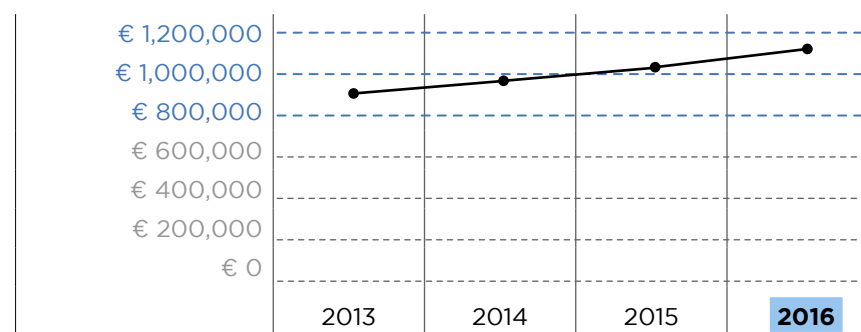
REVENUE IN 2016 AND YEAR-ON-YEAR CHANGE BY OFFICE



\*With respect to 2015

**+1 million €  
in EBITDA**

EBITDA PERFORMANCE





**New strategy for our business divisions and launch of the Business Development area**

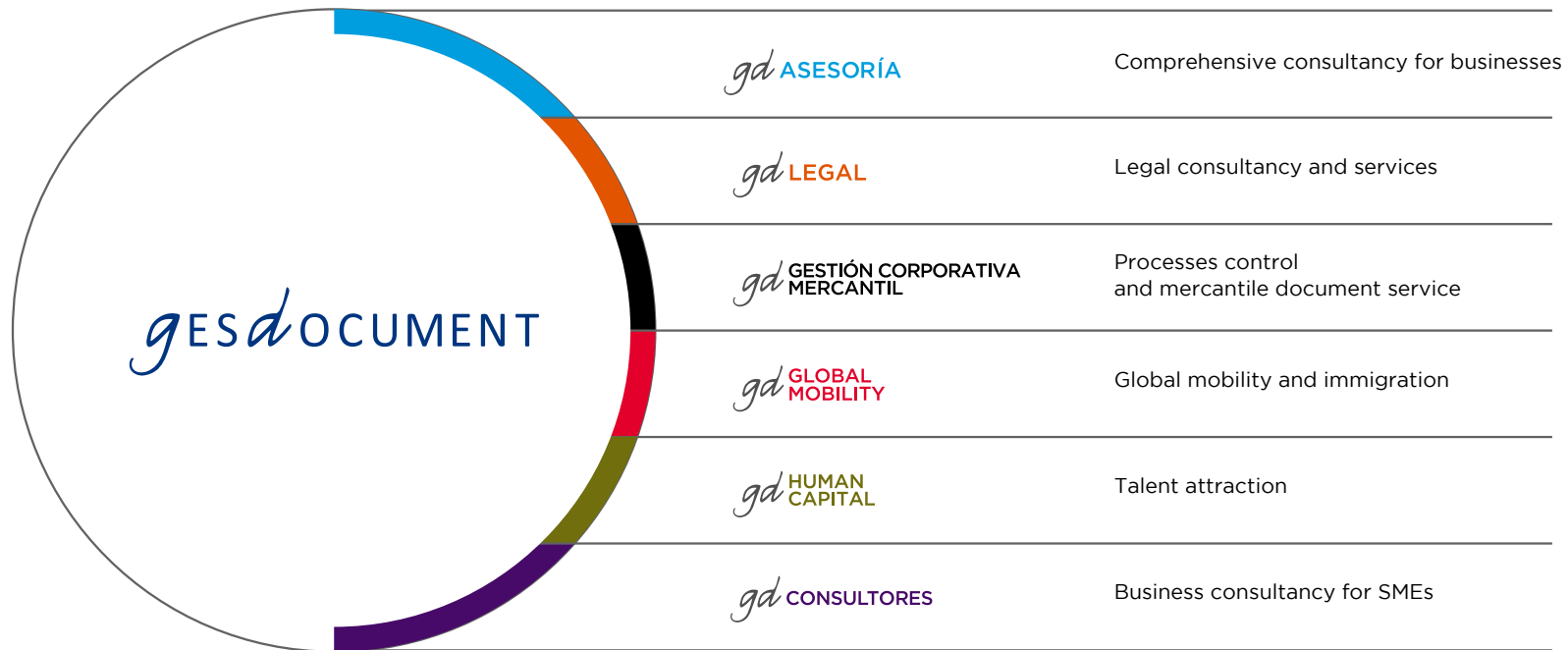
In 2016 we launched a new strategy for business divisions at Gesdocument with the clear goal of increasing our proximity to clients, properly addressing each company's needs, providing scalability and total coverage of services.

To put our motto "more than a consultancy" into practice, we created six business divisions:

To accompany the development and implementation of the

division strategy in the market, the new cross-cutting area of business and organizational development was created and is managed directly by general management.

To launch and present the new area, in September 2016 the firm held the **1st Business Development Conference**.



MORE INFORMATION: ⓘ  
[Context and strategy, business divisions and brands](#)



**Launch of the new GD Legal division**

In 2016 we made a commitment to launch the GD Legal division focused on offering legal services to SMEs, as well as executives. In this first stage, our focus is on building a team of legal advisors for the division and defining their specialties.

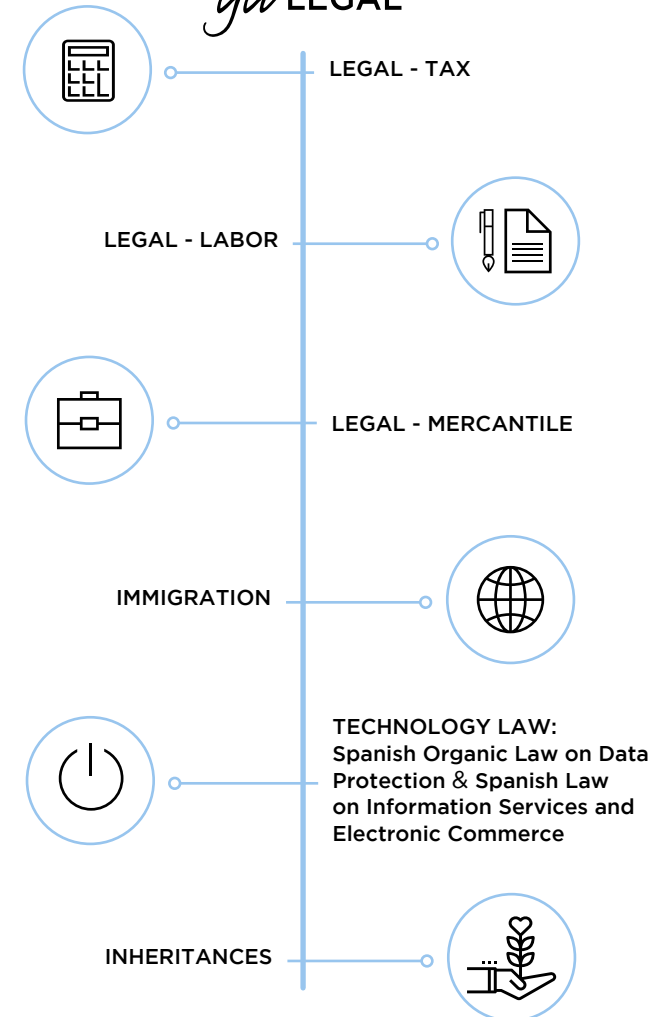
**Through the incorporation of this legal division we now offer complete consultancy and management service and coverage**



**i** MORE INFORMATION: [Business divisions and brands](#)

SPECIALIZING IN

*gd* LEGAL



## New offices in Barcelona



In Barcelona's 22@  
innovation  
district



4 parking spaces  
for clients



More than 1,200 m2



112 workspaces with VoIP  
and two monitors



Gold LEED certified  
Safer and more sustainable building



Commitment to going paperless:  
70 new laptops, 4 new high-speed  
scanners, 2 new servers



6 conference rooms for clients  
with videoconference equipment



New services for employees  
Cafeteria, gym, car park,  
mechanic, dry cleaner



**MORE INFORMATION:**

**Philosophy on security and risk management, welfare and safety, innovation, the environment**

### Consolidation of our Laboral PRO service

Gesdocument's labor advisory service, **Laboral PRO**, provides a comprehensive solution to outsourced labor management because, in addition to labor management, it gives users access to the Nómina PRO employee portal and the HR management portal, RRHH PRO, both developed in-house.

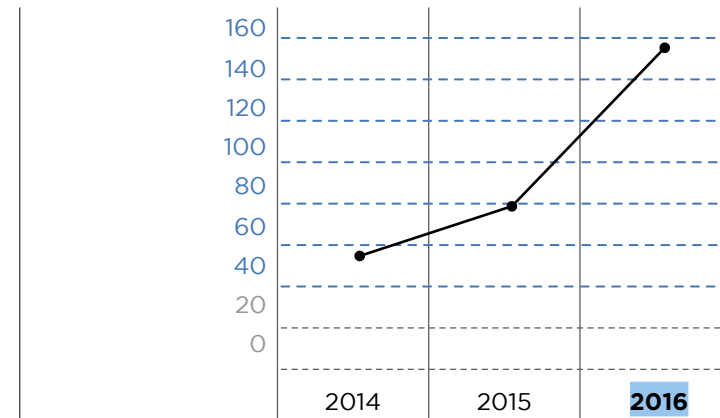
This tool offers our clients comprehensive HR management and, consequently, it has been well received by the market and, three years after its creation, in 2016 it has consolidated its position, as evidenced by the increase in clients and users. In 2016 an additional 72 companies chose our labor services, up 94% since 2015 and the employee portal, Nómina PRO, had 10,800 users, 84% more than 2015.

## HR specific technology solution

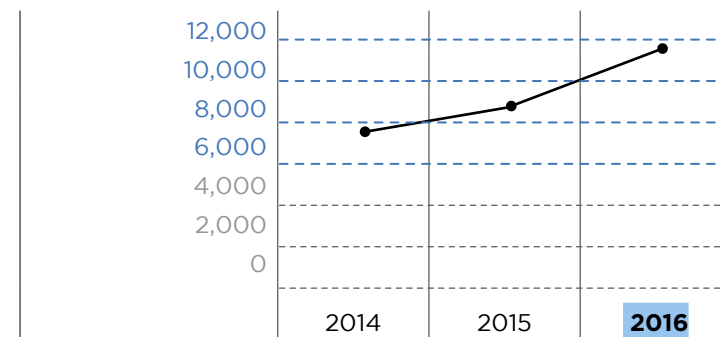


**i** MORE INFORMATION:  
[Business divisions and brands](#)

CORPORATE CLIENTS OF LABORAL PRO



USERS OF THE NÓMINA PRO PORTAL



## CONTEXT AND STRATEGY

The legal market sector includes all professional services companies, from large law firms, to auditors and consultancy firms. Gesdocument falls into the latter group. It distinguishes itself from its direct competitors, positioning itself as **leading national consultancy firm**, due to the size of the company in terms of its network of offices, billings and also the focus and breadth of its services.

The consultancy market continues to be comprised, mainly, of small and medium-sized professional firms, with potential for growth based on local influence or specialization and with a traditional approach to services. In this market segment, customarily operations management is only a portion of the business, and the main focus is on the legal side.

The very structure of Gesdocument's consultancy model differs from **the traditional model** as it breaks the sector's general rule that employees do not form part of the partnership.

Another key difference is that we have based our core business on more operational services such as labor management, accounting and mercantile services, among others. This has allowed us to work on specializing our services and take on jobs that others dismissed due to the volume of work or difficulty. This business model has given us sustained growth and a strategic in the position sector.

In the current context of technological and market change, where even traditional business models are volatile, we believe success comes from a strategy that connects businesses to people through two main drivers: Gesdocument's specialised services and its employees:

- Our **specialized services** provide our clients with a supplier whose service implementation is efficient, agile, flexible and adapts to their business.
- **Having the best team of employees** is another hallmark of our strategy. Our team is the firm's most important asset because it is the team that implements our services, seeking to improve our client's experience on a daily basis. Thus, we have launched various comprehensive initiatives at the firm to attract intergenerational talent and ensure loyalty.





## Strategy for our business divisions

The focus of our strategy, put into motion in 2016, was to redefine our services in our six business divisions: GD Consultancy, GD Legal, GD Global Mobility, GD Human Capital, GD Corporate Services and GD Management Consulting

This new organizational model allows us to better familiarize ourselves with each client based on the type of service they need and with the most appropriate team for their company type.

In addition, this model offers **scalable services**, based on clients' business needs and provides specialized services with high added value. We provide 360° coverage of the professional services companies need for effective management.

Another hallmark of our strategy is **our two-way expansion into the international market**: we attract foreign businesses established in Spain and Spanish businesses established in other countries, providing global management support. The key to this expansion is our relationship, as a founding partner, with Leading Edge Alliance (LEA) Global that brings our services to more than 100 countries.



# ABOUT US

Identity and commitment

Business divisions and brands

Governing bodies

Security and risk management philosophy

Transparency

Social commitment



## IDENTITY AND COMMITMENT

At Gesdocument we have become a leading firm in the consultancy sector thanks to more than 25 years of experience and a team of employees that has allowed us to offer a wide range of services and develop our own technology.

Our mission is to provide advisory services to our clients and stand with them as trusted partners as they grow, providing high-level consultancy solutions and outsourced management that allows them to focus their efforts on the challenges of their business.

We aspire to become the leading professional services consultancy in the Spanish market.



Because of the size of our firm, our network of five offices in Spain, the international coverage we offer our clients, the catalogue of services organized into business divisions and how we differ from traditional consultancies we are, as our current motto states, **more than a consultancy**.



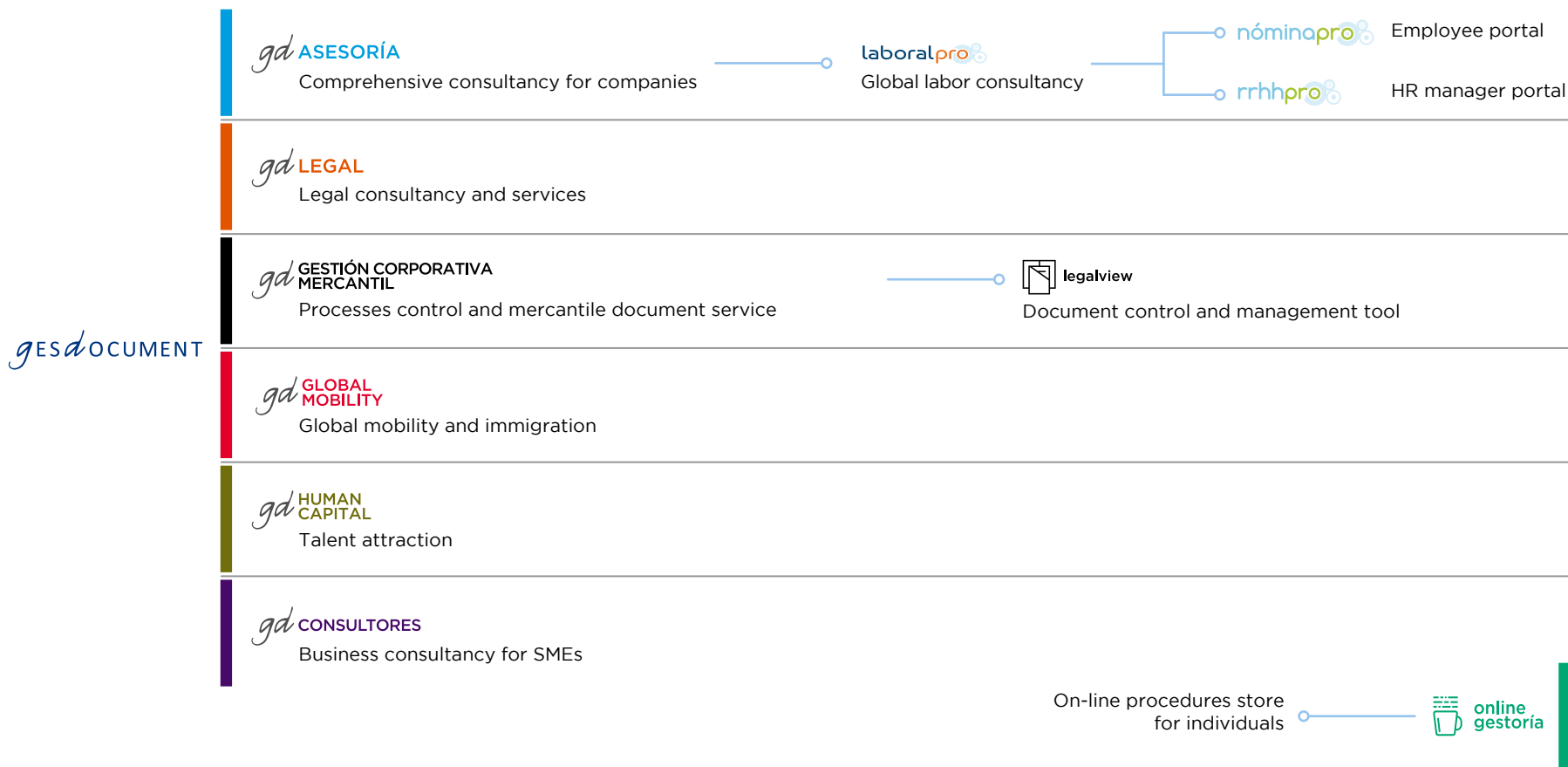
**We are more than a consultancy: we offer more service, more solvency, more solutions and more support**

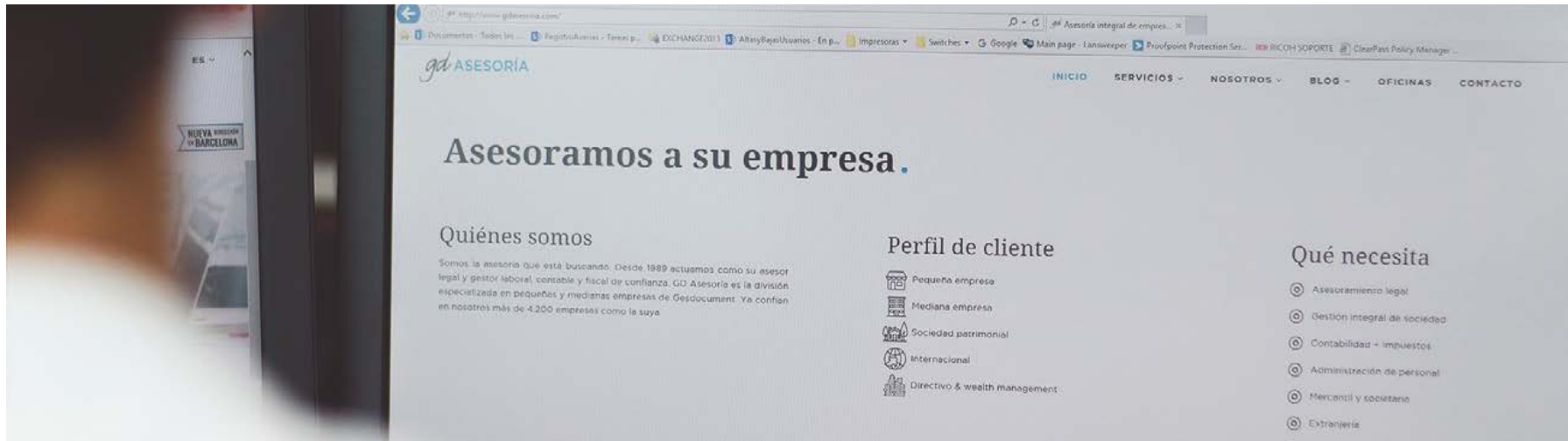


## BUSINESS DIVISIONS AND BRANDS

In 2016 we advanced towards our goal of consolidating the structure of our **business divisions** by launching a new corporate website reorganizing our services based on the different client profiles we are targeting:

Furthermore, we have another series of brands that correspond to **comprehensive solutions**, related to several business divisions and that combine services and technology in response to specific market demands:

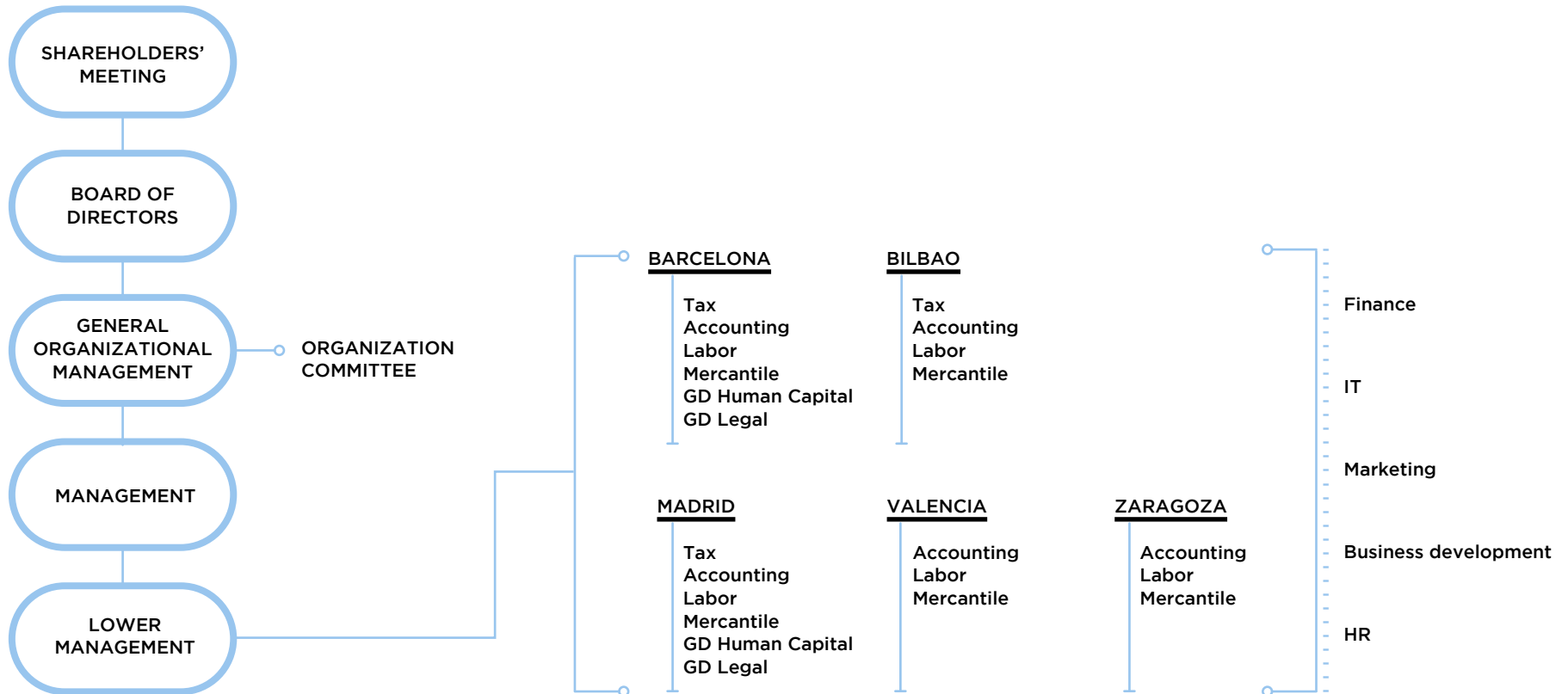




**In 2016 we also launched our own website for our business division: GD Asesoría**

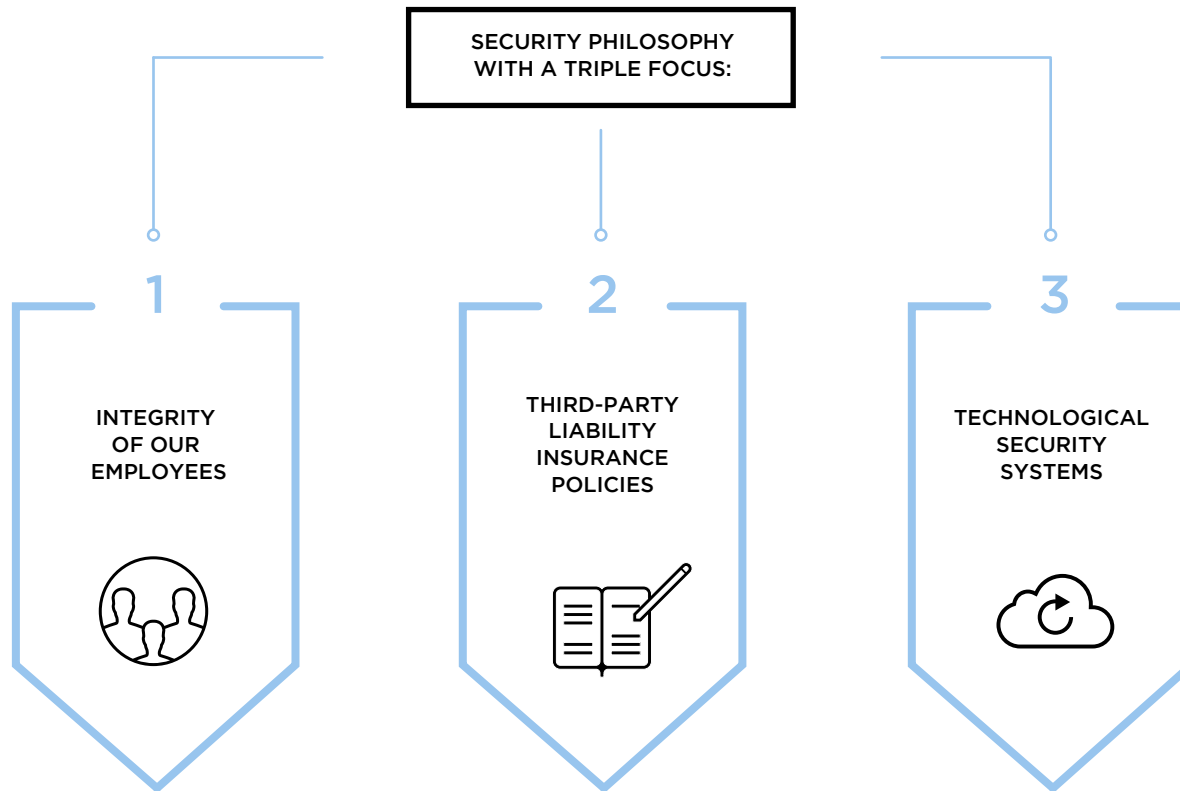
## GOVERNING BODIES

Gesdocument y Gestión, S.A.U., is a public limited liability company wholly owned by the Cuatrecasas, Gonçales Pereira, S.L.P. group, managed by its governing bodies although working with a different general management team and strategy.



## SECURITY AND RISK MANAGEMENT PHILOSOPHY

At Gesdocument we pay particular attention to security. Above all with regard to information, since we work with our clients' confidential data.





### Integrity of our employees

Although certain information is restricted and can only be accessed by authorized personnel, we ensure that the employees who work with this sensitive information are extremely trustworthy and honest and have great integrity. In this regard:

- During our internal selection processes, we assess the ability of candidates to work ethically.
- We verify the CVs and references of all our employees.
- All staff members sign confidentiality agreements.
- We limit the circulation of sensitive information to small groups of employees directly involved in the project it relates to.

Furthermore, at Gesdocument we comply with all of the requirements established in the Spanish Organic Law on Personal Data Protection.

### Third-party liability insurance policies

At Gesdocument, the solid guarantees we give our clients in relation to confidentiality and data security are also based on third-party liability insurance policies that provide € 1.2 million in coverage to protect against possible unexpected contingencies that could be detrimental to them. In addition, we have cyber risk insurance to cover the economic impact of a potential security breach.



### Technological security systems

We are committed to technology so that we can provide maximum protection for our data systems, access to which is strictly limited to authorized personnel through the use of security codes.

Among the security measures we have implemented, it is worth highlighting the use of a firewall architecture, anti-spam filters with two detection levels, tools for detecting viruses, trojans and malware, backup systems and tools for detecting intrusions.

In addition to the above measures, in 2016 we strengthened security through the following actions:

- An audit of the security of the portals and applications that provide service to the labor area.
- A new security system that prevents teams outside of Gesdocument from connecting to our network.
- Two drills to test the performance of our recovery system.
- And access control to the data processing center (DPS) through digital fingerprinting, which allows us to restrict access even further and obtain a record of entries.

### Safer offices

Our offices in Cuatrecasas' registered offices in Barcelona are located in a building that meets high security standards:

- Access is controlled by turnstiles and digital fingerprinting.
- There is a protocol in place for entry by personnel.
- It has 24/7 security staff.
- It has an alarm center and video surveillance systems to monitor security.



## TRANSPARENCY

At Gesdocument we are convinced that our activity must be governed by principles of responsibility and transparency.

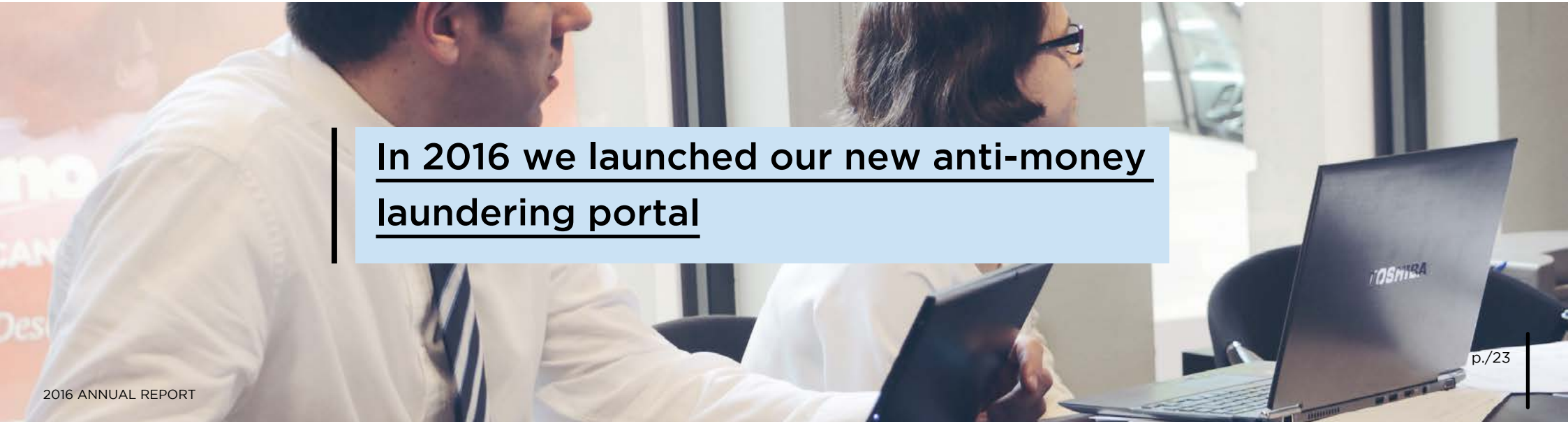
This commitment is reflected in the importance we place on **fighting against fraud and money laundering**: a very relevant matter in the consultancy sector. We have an Internal Control Body (ICB) and a Technical Unit to monitor compliance with anti-money laundering processes by detecting the risks that exist in each project.

Likewise, we are supervised by a representative of the executive Service of the Commission for the Prevention of Money Laundering and Monetary Infractions (*Servicio Ejecutivo de Prevención de Blanqueo de Capitales*), an independent body of the Bank of Spain, and we conduct ongoing internal training on money laundering prevention.

In 2016 we launched a new anti-money laundering portal to replace our previous portal that allows us to assess risk levels at a faster pace before beginning a project with a new client.

Another measure that adds to the transparency of our organization is the work we carried out in 2016 to become **ISAE 3402 certified**. This certification will become effective the 2017 and imbue our clients and their internal auditors with confidence regarding the policies, processes and internal controls in place for processes that could impact the client's financial statements. We are confident we will receive this certification during the first quarter of 2017.

Lastly, and in relation to our commitment to transparency, in 2016 we published our first corporate report that can be accessed [here](#). The report contains information on the main results and milestones in 2015.



In 2016 we launched our new anti-money laundering portal



## SOCIAL COMMITMENT

A sense of responsibility to people is yet another characteristic of Gesdocument that has made a triple commitment to society:

- To contribute to the economic development and to comply with the laws that apply to our business.
- To contribute to the welfare and professional development of our staff as we explained in the chapter entitled Team of this report.
- And to implement a series of corporate responsibility activities through which we can actively contribute to improving the contexts in which we carry out our business.

As consultants and in accordance with our strategic objectives, our main focus is promoting the growth of the companies with which we work, thereby contributing to the economic development of our spheres of influence.

At the same time, our work helps these companies fulfil their legal and tax obligations and thus, we play a part in ensuring that the government and society in general function properly at various levels.

In addition to the responsibilities inherent to the company's current business, on an annual basis Gesdocument carries out corporate social responsibility activities that have a positive impact on society and the environment, and that are included in the section on society and the environment in the chapter entitled Stakeholders.



# TEAM

Human capital

Employee remuneration

Employee training

Welfare and safety

Attracting talent

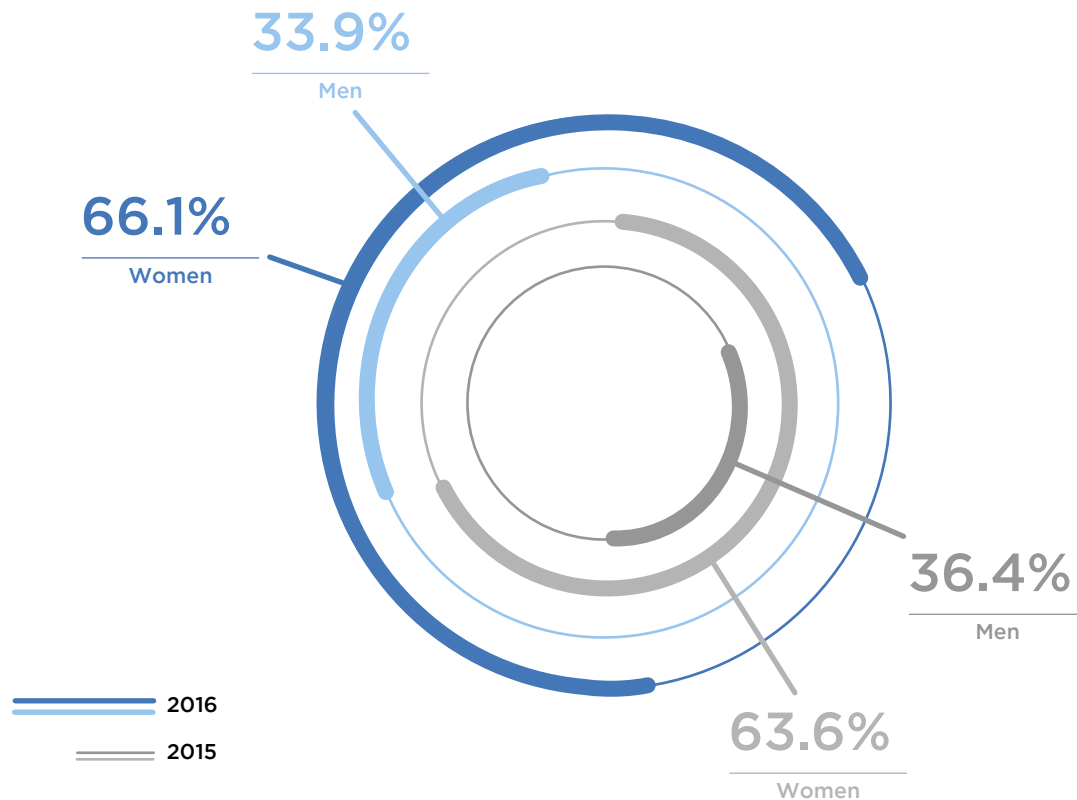




## HUMAN CAPITAL

In 2016 Gesdocument grew once again; specifically, by 17 staff members, representing an 11.3% increase with respect to 2015, to reach a record of 168 employees, in addition to our interns.

Gesdocument's staff is comprised mainly of women, the percentage of which has grown in recent years. In 2016 the number of female staff increased by 2.5% with respect to 2015, with women now representing 66.1% of Gesdocument's staff.



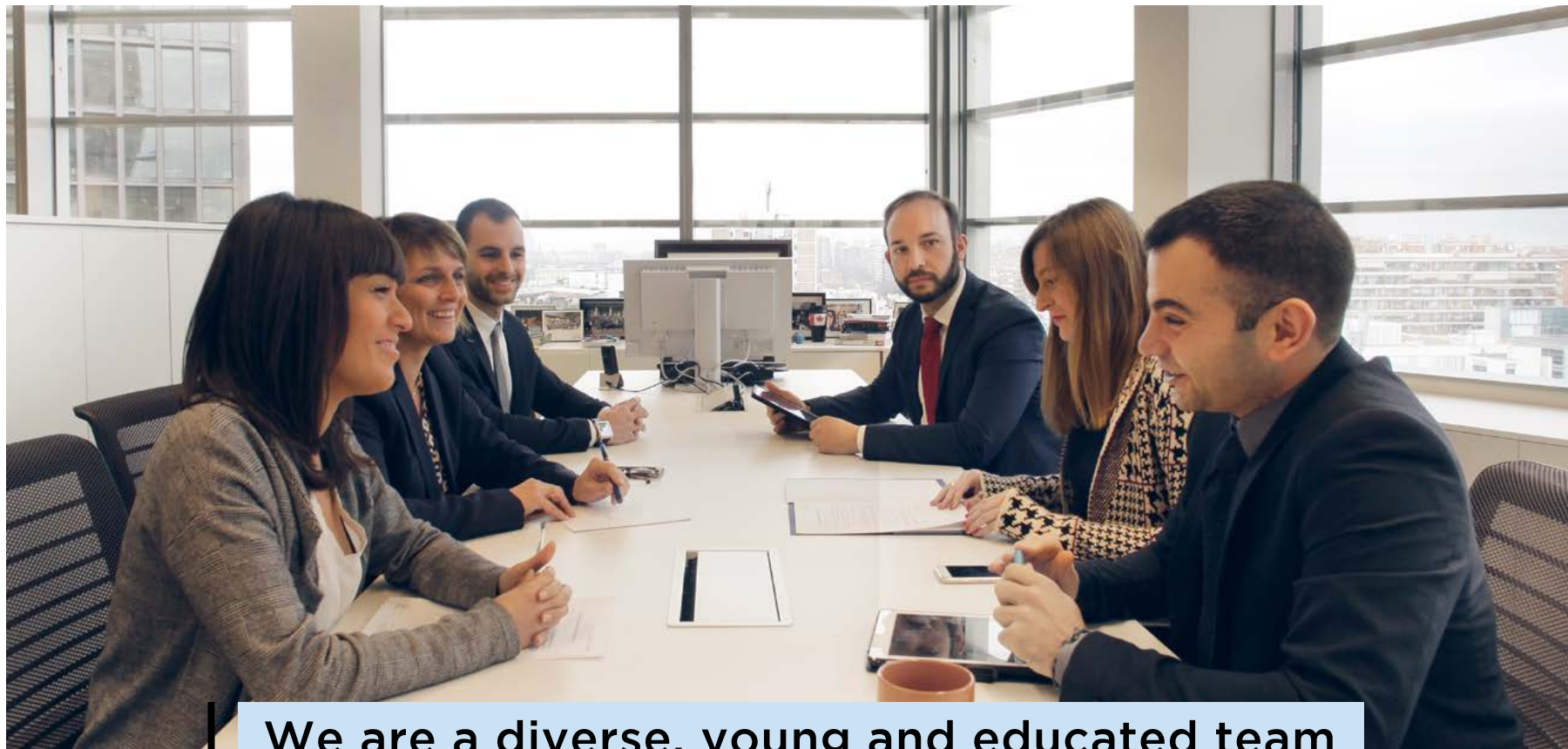
**2016**  
**168 employees\***  
**+11.3%**

**2015**  
**151 employees\***

**2014**  
**124 employees\***

\*Does not include interns

Gesdocument's staff is also remarkable due to the team's budding **cultural diversity**. 5% of employees are from abroad including countries such as Colombia, France, the United States, China, Italy, Venezuela, Peru and Ecuador, among others. Moreover, Gesdocument has staff members from various generations. The average age of employees at our company is 35, since **47% of staff are millennial's**, i.e., born between 1980 and 1992.

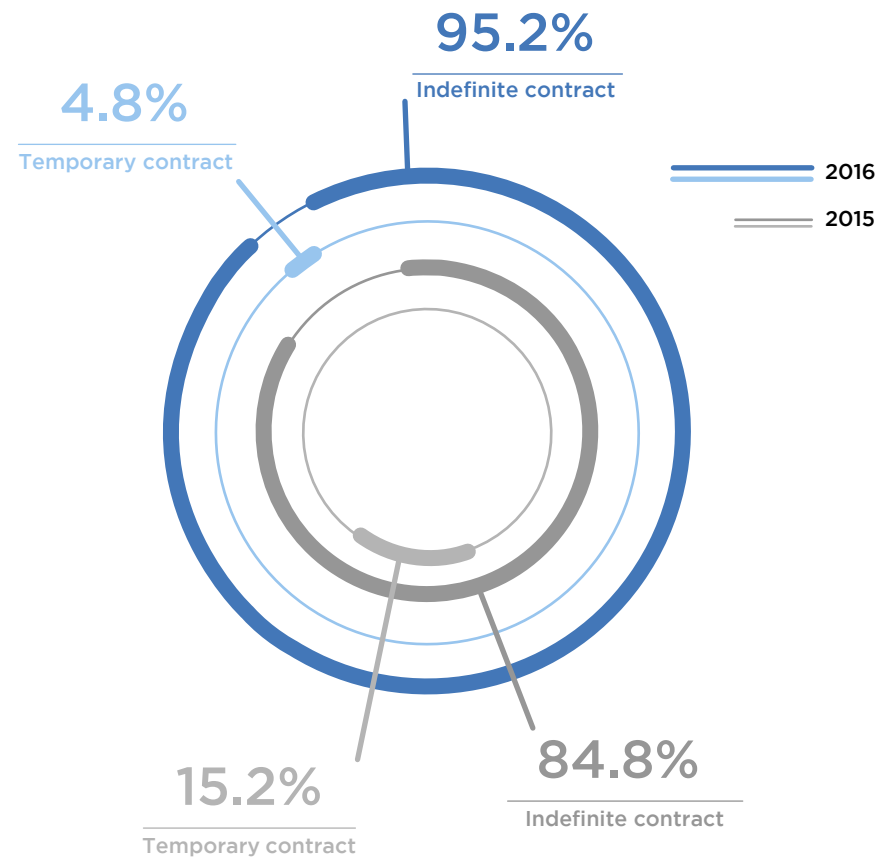
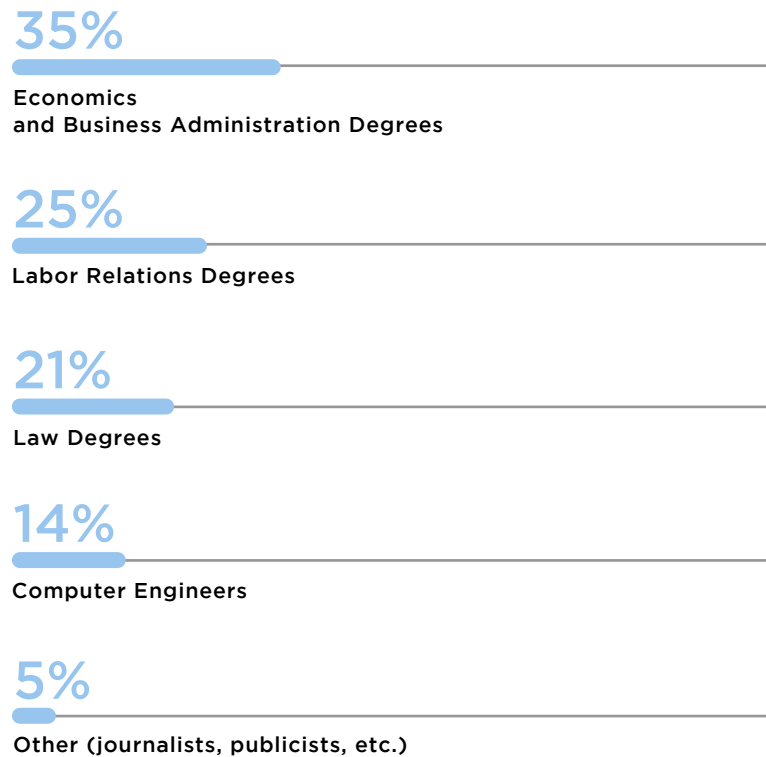


We are a diverse, young and educated team

The company also stands out for its highly-qualified staff. The majority of staff are university graduates with degrees from traditional disciplines related to our sector, such as economics and administration and law, as well as other disciplines related to innovation, such as technical engineering.

Gesdocument is also committed to creating stable employment and retaining talent, as demonstrated by the information on indefinite and temporary contracts. The majority of our employees, 95.2%, have indefinite contracts: 10.4% up on 2015.

THE TEAM'S EDUCATION



## EMPLOYEE REMUNERATION

At Gesdocument we believe that remuneration is a key factor in attracting and engaging talent. In addition, it promotes a greater level of commitment to the organization and encourages staff to provide excellent service to our clients.

We are also committed to transparency with regard to our remuneration system. That is why we want remuneration for men and women to be equal and for it to be linked to the development of their professional careers.

Employee remuneration is based on the various collective labor agreements that apply to Gesdocument: specifically, the Office Workers' Collective Labor Agreement in the areas where we are present (Catalonia, Madrid, Biscay, Zaragoza and Valencia).

With regard to promoting the advancement of our staff's careers, in 2016 35 promotions were given improving the employment status and salary conditions of 20.9% of the workforce.

In 2016 we strengthened our commitment to promoting staff internally by promoting 71% more employees than in 2015: i.e., more than three times the number promoted last year.

SALARY CATEGORIES AT GESDOCUMENT

| Assistant   | From*    |
|-------------|----------|
| Assistant 1 | 11.000 € |
| Assistant 2 | 15.000 € |
| Assistant 3 | 20.000 € |
| Senior      |          |
| Senior 1    | 25.000 € |
| Senior 2    | 30.000 € |
| Senior 3    | 35.000 € |
| Senior 4    | 40.000 € |
| Manager     |          |
| Manager 1   | 46.000 € |
| Manager 2   | 52.000 € |
| Manager 3   | 60.000 € |
| Director    |          |
| Director 1  | 66.000 € |
| Director 2  | 76.000 € |
| Director 3  | 90.000 € |

\*Does not include variable remuneration

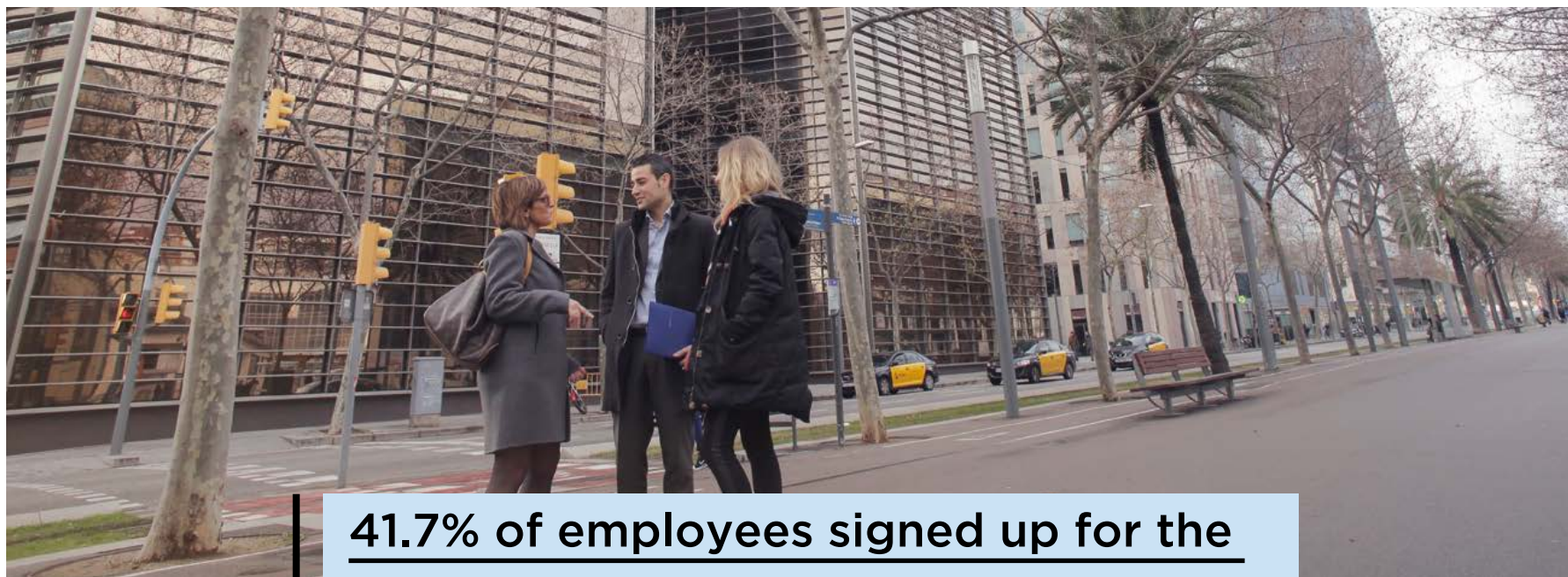
**In 2016 promotions tripled with respect to 2015**

## Flexible remuneration

Employees at Gesdocument can voluntarily sign up for the company's flexible remuneration plan, an established remuneration policy that allows them to decide how a portion of their annual remuneration is received.

The services and products included in the plan include nursery school payment, health insurance, transportation and food cards or the purchase of computer equipment, among others.

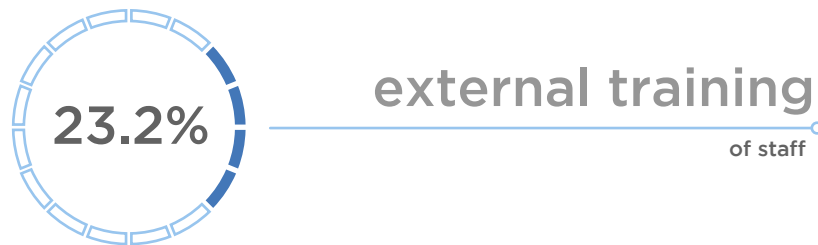
41.7% of Gesdocument employees belonged to this plan in 2016, representing an increase of 11.7% with respect to 2015.



**41.7% of employees signed up for the flexible remuneration plan**



## EMPLOYEE TRAINING



Given that human capital is key to our business and that legislative developments are constantly emerging in the consulting sector, it is imperative that our staff receive ongoing training to enhance their knowledge and improve their skills.

In 2016 all Gesdocument employees participated in internal training activities. As in past years, in addition to the training promoted and imparted by the company, we also encouraged our staff to attend trainings at other institutions, such as the Consejo General de Economistas and the Universidad Internacional de Cataluña. In all, 23.2% of staff completed some type of external training.

In addition to specialized areas — such as accounting and taxes, through the **5th Accounting-Tax Conference**, attended by 53 employees, and **language training** — in 2016 we provided our employees with training on interpersonal skills and sales techniques, as well as other subject matters.

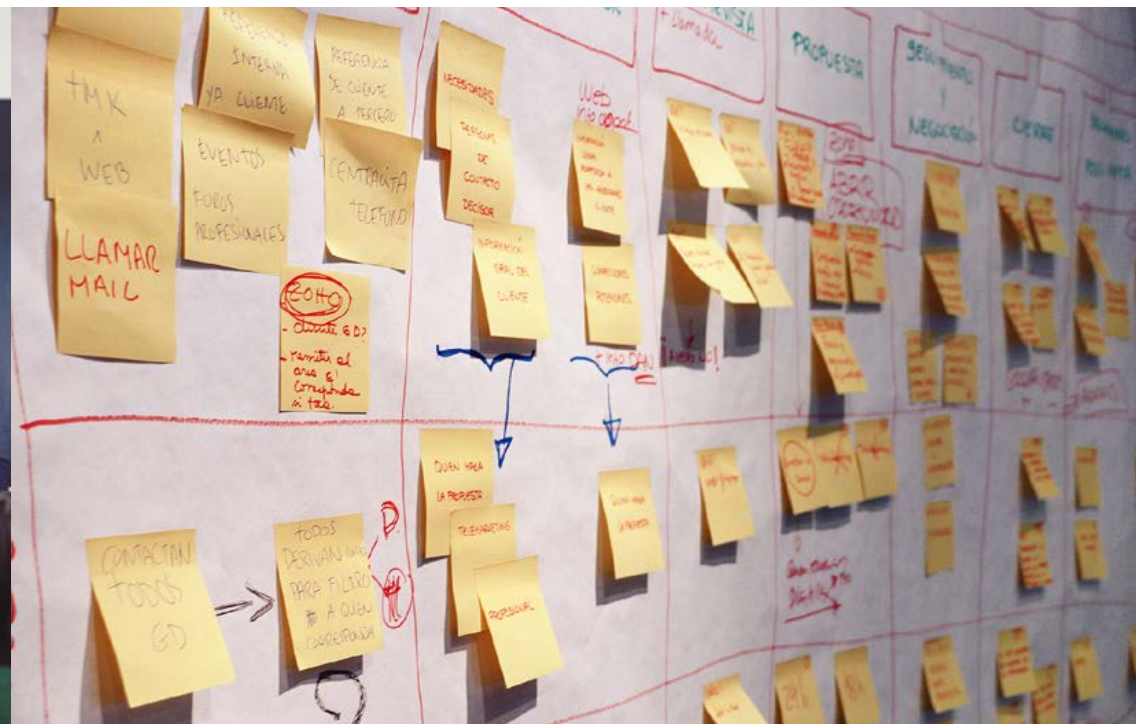
For example, at the end of the year, we launched the **Improving At Excel** initiative, the goal of which was to improve all of our employees Excel skills by providing various levels of training, in accordance with each recipient’s background knowledge of the popular spreadsheet software.

The idea was to share and brush up on their knowledge. In addition, staff from GD Legal also gave **internal training sessions** to other employees on subjects such as recent case law on labor matters.

### Course on advanced communication skills

In order to improve our oral and written communication with our clients and our internal communication, for the first time ever we gave an advanced course on communication skills for all Gesdocument employees that addressed subjects such as analysis, key elements and different styles of communication, among others.

These training sessions began in September 2016 in Barcelona and employees from the Zaragoza office also attended. Our other employees will receive the training in the first quarter of 2017.



### Business development conferences and workshops

In 2016 we consolidated the internal structure of the business development and organisation area at Gesdocument, reflected in a series of training activities directed at all employees who perform sales activities.

Specifically, the 1st Conference on Business Development held by Gesdocument gathered together 35 professionals who attended trainings and discussions with the goal of sharing best practices and improving their sales and communication skills.

Afterwards, to delve deeper into specific sales techniques for each business area, we held business development workshops that had an eminently practical focus and were attended by 50 employees.





## WELFARE AND SAFETY

Guaranteeing occupational health and safety pursuant to the Spanish Occupational Risk Prevention Act [*Ley de Prevención de Riesgos Laborales*] is a priority for Gesdocument. We consider our employees a priority asset and, therefore, we are committed to a culture of prevention that guarantees their safety and the preservation of their health.

The result is a very low accident rate, even for a service company; specifically, in 2016 only three work accidents occurred and, in all cases, *in itinere* (i.e., while on the way to work).

Additionally, in order to improve work-life balance, in 2016 we carried out pilot tests to enable employees to work from home. We also allow our employees to reduce their workday in accordance with to current legislation.



### Promoting healthy lifestyle habits

We at Gesdocument want to contribute to improving our employees' lifestyle habits to improve their physical and emotional health.

As a result, in 2016 we provided incentives to our employees for participating in various road races, in order to promote exercise and team cohesiveness. For example, 39 employees, 15 of which came from Barcelona, participated in the Carrera de las Empresas in Madrid.

Our employees also participated in the Carrera de la Villa Olímpica in Barcelona where the Gesdocument team placed second in the company category.

### Offices with more services for employees

Gesdocument's offices in Barcelona offer value added services to employees including a gym and cafeteria and restaurant service, with healthy options on the breakfast and lunch menus.

Additionally, the building where the offices are located also has a dry cleaner, tailor, cobbler, travel agency and mechanic. Lastly, it has parking spaces for employees, as well as bicycle parking to promote sustainable and healthy commuting.

## ATTRACTING TALENT

In accordance with our commitment to our growth by attracting the best talent, in 2016 we launched various initiatives to establish the foundations of our employer branding that were just rolled out in 2017. The main purpose of this project is increase millennials' familiarity with us so they associate our firm with an opportunity for professional development.

Some of the actions taken to position our organisation include:

- Making contact with recent graduate by, for example, attending the Professional Internships Gathering [*Encuentro de Prácticas Profesionales*] held by the Economics and Business Department at the Universidad de Barcelona that provided us with the opportunity to interact with various academic players.
- Creating partnerships with various educational institutions to implement internship programs, such as, for example, the partnership established with the secondary and university education center Florida Universitaria that is a part of the Universidad de Valencia and the Universidad Politécnica, also in Valencia.

As **human resources specialists**, we attend various networking forums and events to gauge the most important issues in the sector. This was the case, for example at the “HR Forum: innovating by leading with emotions” [*Foro de RRHH: innovar liderando desde las emociones*] organised by AEDIPE Cataluña. In addition, our executive team frequently participates in events held by the Human Age Institute in the cities where we are present.





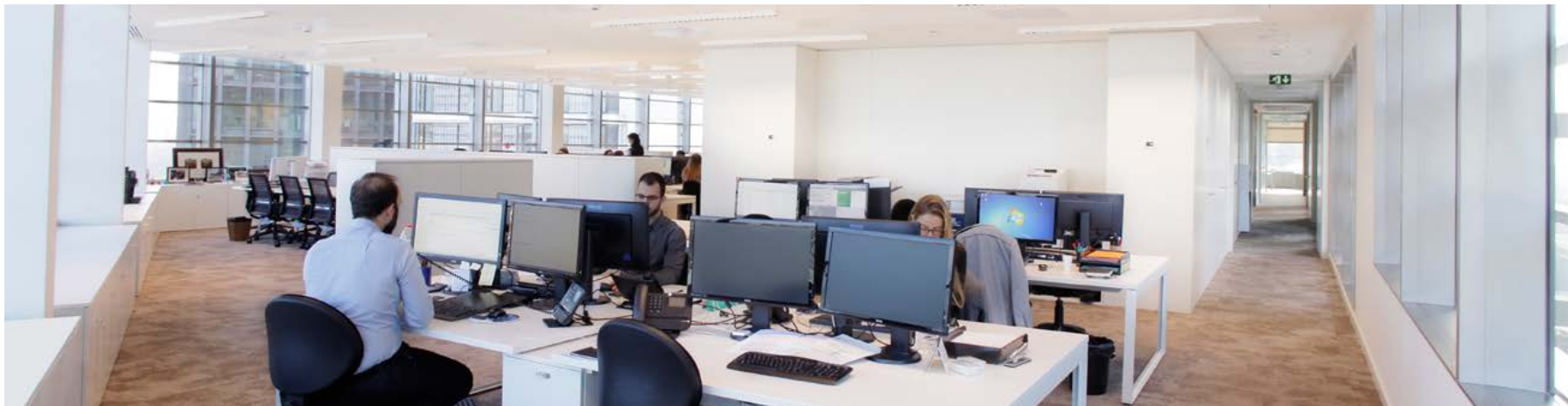
## GD Entrepreneurial Initiative Contest

To promote the intra-entrepreneurial spirit of the professional firms sector, and also to attract and retain talent, we held the 2nd GD Entrepreneurial Initiative Contest [*II Concurso Iniciativa Emprendedora GD*].

In addition to the two pre-existing categories, this edition included a new category, support for new entrepreneurs, only for employees and former employees of Gesdocument.

- **Initiative Award:** in recognition of the best plan for creating a business or market niche the winner is awarded €3,000 in funding. This prize is for new entrepreneurs in the professional firms sector. The prize includes a trip to Barcelona to attend the award ceremony.
- **Productivity Award: two €500 prizes** awarded to the best ideas from **employees and former employees** of Gesdocument that lead to increased productivity or cost savings at the company. The awards also include 10% of the costs saved in one year if the project is implemented.
- **Innovation Award:** the two best ideas for creating a business or market niche submitted by employees or former employees of Gesdocument **are awarded €400 each.**

Participants could register for the contest until December 31, 2016 and those registered could submit their ideas until January 31, 2017. The jury is expected to rule on March 30, 2017.



# STAKEHOLDERS

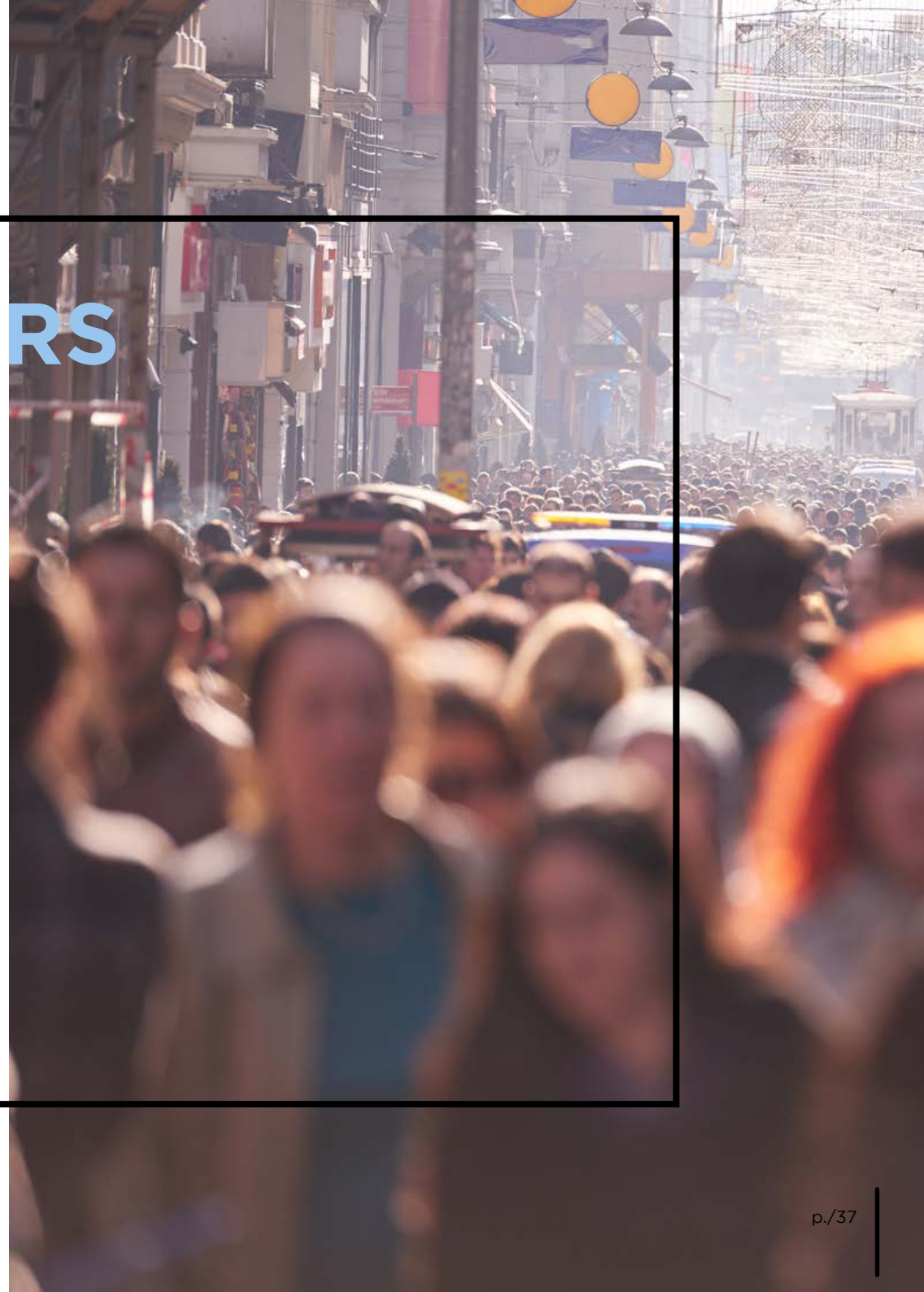
Clients

Innovation

Suppliers

Society

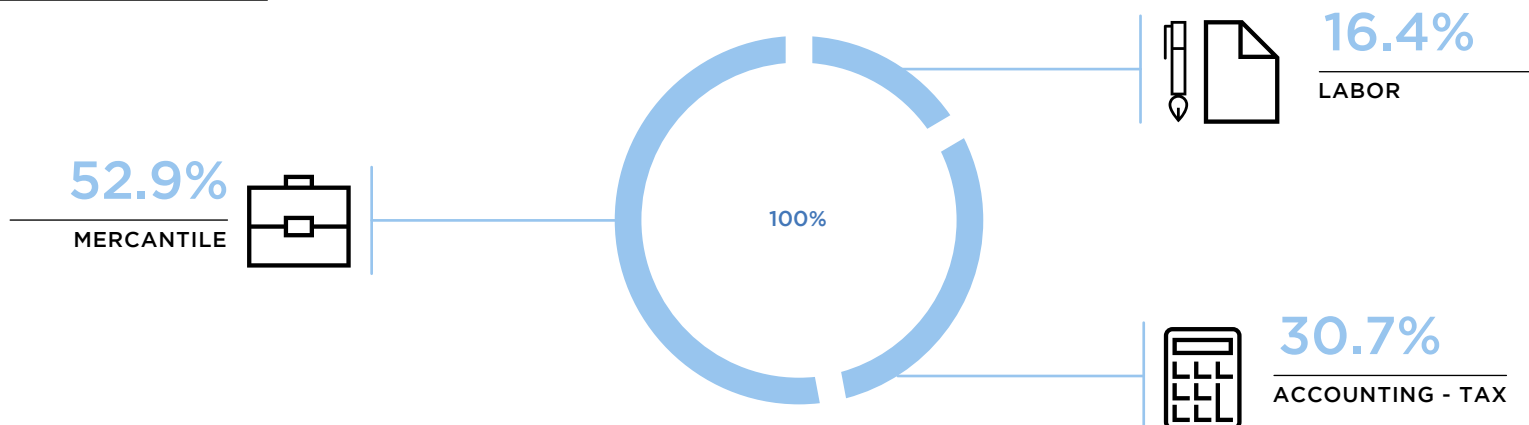
Environment



## CLIENTS

In 2016 Gesdocument provided services to **4,239** clients: 11% more than in 2015. Of the total number of clients, 1,065 were new clients. These figures indicate that the effects of launching the Business Development area in 2015 to attract new clients and ensure the loyalty of existing clients are beginning to be felt.

CLIENTS BY DEPARTMENT:



**Our client base has increased 11% with respect to 2015**

**International expansion**

In 2016 our clients were spread across 40 countries and five continents. 70.5% of our international clientele comes from Europe, specifically from the UK, Germany and France. However, in terms of volume, clients from the United States place third.

70.5%

EUROPE

14.6%

THE AMERICAS

12.6%

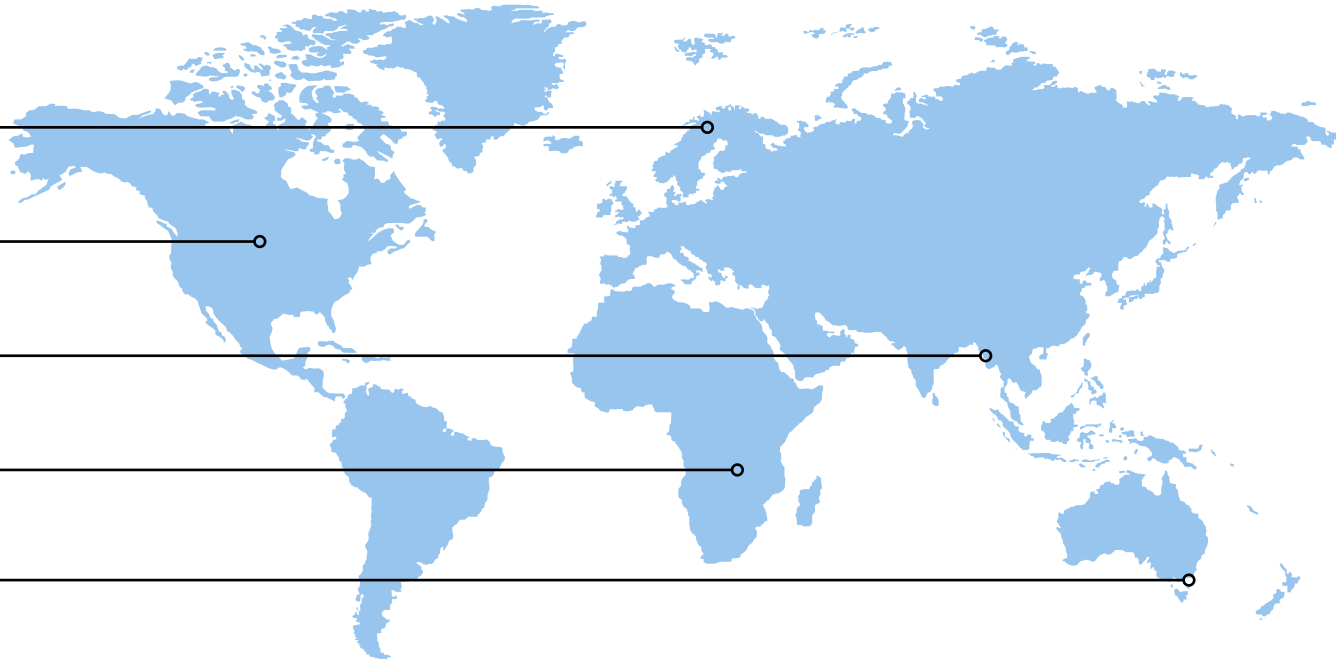
ASIA

1.8%

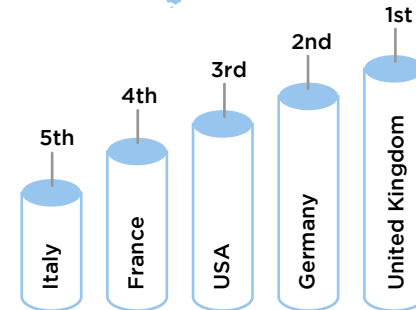
AFRICA

0.5%

OCEANIA



CLIENTS BY COUNTRY:



Because we belong to **LEA Global** — one of the most important associations of professional firms, with a presence in more than 100 countries — we can offer our clients international coverage, and meet the needs of international clients with interests in Spain.

In this connection, in 2016 we took steps to attract clients *in situ* in China, Iran and Dubai, taking advantage of the fact that our employees were attending LEA Global's annual conference in Shanghai that resulted in a dozen new projects. In 2016, together with LEA, we were also in Manchester and Chicago.





## Outstanding International Project

2016 ended with a new project that entails coordinating and managing the accounting, tax and labor obligations of several companies in Latin America.

To provide these services we are collaborating with partners from LEA Global in Mexico, Peru and Uruguay who will manage the project locally and report to members of our international accounting team: the primary intermediaries with the client based in Spain.

With this commission we are entering a new market and projects that until now could only be handled by large international companies such as the Big Four.

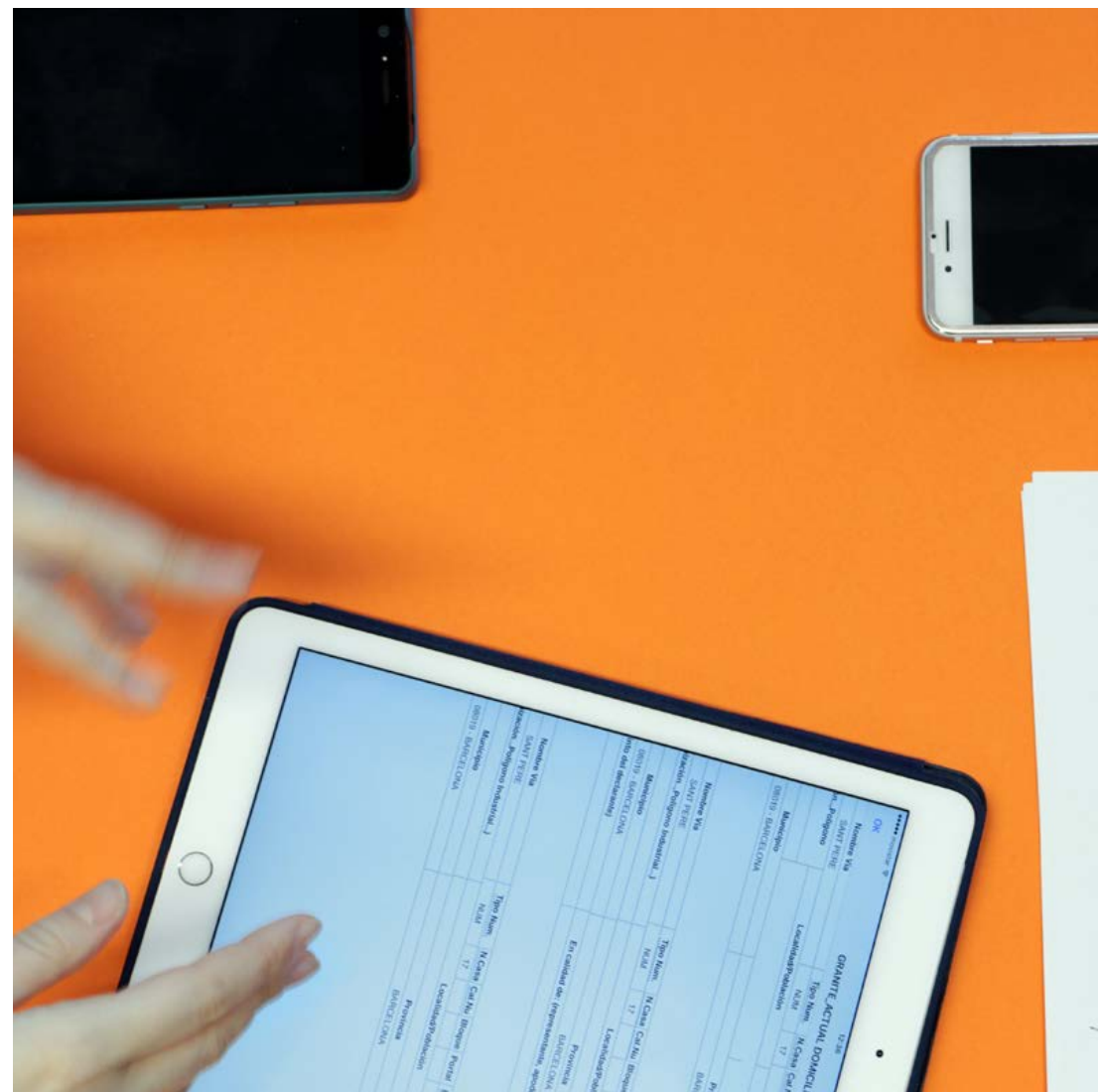


## INNOVATION

Gesdocument's commitment to innovation is part of our strategy and sets us apart from our competitors by allowing us to offer our clients progressive solutions.

### Main milestones

- 1 » Artificial intelligence tests
- 2 » New working models
- 3 » New corporate intranet
- 4 » New tool to encourage virtual meetings
- 5 » Technology for working remotely
- 6 » Ongoing development of our own software
- 7 » Improvements to Quality Assurance (QA)
- 8 » Installation of VoIP
- 9 » Replacement of hardware and peripherals



### 1 » Artificial intelligence tests

We have performed concept tests for the automated processing of deeds, powers of attorney, receipts and invoices through machine learning with the goal of creating an algorithm capable of detecting and extracting relevant information from these types of documents and, thus, automate mechanical tasks.

### 2 » New working models

We have begun applying the lean office working methodology to improve processes and be more efficient in our organisation through specific training. In addition, teams from several departments have begun to use software for monitoring, controlling and managing projects such as, for example, Jira. The Gesdocument software development team for example has adopted the Scrum methodology that, in addition to other benefits, increases productivity, reduces risks and speeds up product launches.

### 3 » New corporate intranet

In 2016 we launched a new corporate intranet, MiGD, which contains a single client database that improves performance, facilitates teamwork, allows us to be more productive, and improves internal communication.

### 4 » New tool to encourage virtual meetings

In 2016 we completed installing the communication tool Lync on all of our employee's computers, allowing us to hold virtual meetings where we can share our desktops or an application.

### 5 » Technology for working remotely

Our telecommuting software is based on Citrix technology and allows us to use the same applications available at the office. In 2016 the software allowed certain employees to conduct a telecommuting pilot test. This software is also important for our data recovery system in the event of an incident.

### 6 » Ongoing development of our own software

We are constantly working to improve our digital tools. For example in 2016 we have been developing a responsive design for the employee portal Nómina PRO and we incorporated new functionalities to Legal View PRO such as notifications for project expirations.



### 7 » Improvements to Quality Assurance (QA)

We have incorporated working methodologies and processes in the development team that, at short-term, will ensure the quality of the delivery of improvements and software. In applying them, we defined a testing team and implemented automated tests to ensure that the code developed does not contain errors. We carry out the various automated and manual tests in three different environments: development, preproduction and production.

### 8 » Installation of VoIP

We have installed VoIP in the Barcelona office to conduct multi-person telephone conference calls or to transfer our work line to our mobile line or to another workplace, and we have made additional improvements.

### 9 » Replacement of hardware and peripherals

Taking advantage of the move to our new facilities, we replaced obsolete equipment by purchasing 70 laptops that improve mobility and telecommuting. In addition, the majority of employees have two 24" monitors. A measure we have also implemented at other offices to improve productivity.

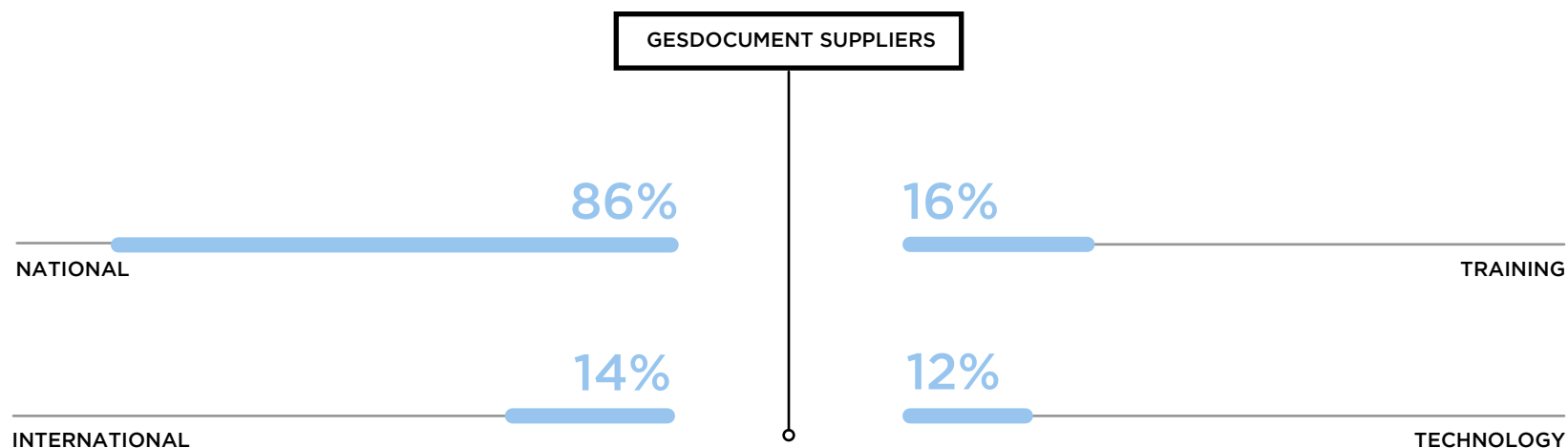




## SUPPLIERS

Suppliers, as one of our stakeholders, play a key role in our work. The relationships we establish with them are based on ensuring quality service and optimizing resources, as well as mutual respect and a shared focus on ethics and transparency when performing our respective duties.

In 2016 we worked with 250 suppliers: 206 national suppliers and 34 international suppliers. The main categories were training providers (16%) and technology suppliers (12%).



## SOCIETY

At Gesdocument we strive to actively participate in our society's progress and debates regarding society. To that end, we join and partner with various associations and institutions nationally and internationally who share our goals.

### Economic and sector associations:



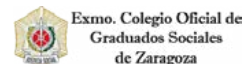
### Executive associations:



### Chambers of commerce:



### Professional associations:



LEA Global is one of the largest international associations of consulting firms with more than 220 members and a presence in 106 countries.



### On-line presence

We also pay close attention to our online presence on social networks and the websites of our various brands that we use to interact with different stakeholders. In this connection, at the end of 2016 we launched Gesdocument 's new corporate website and the GD Asesoría website that is the first portal we have created for one of our divisions.

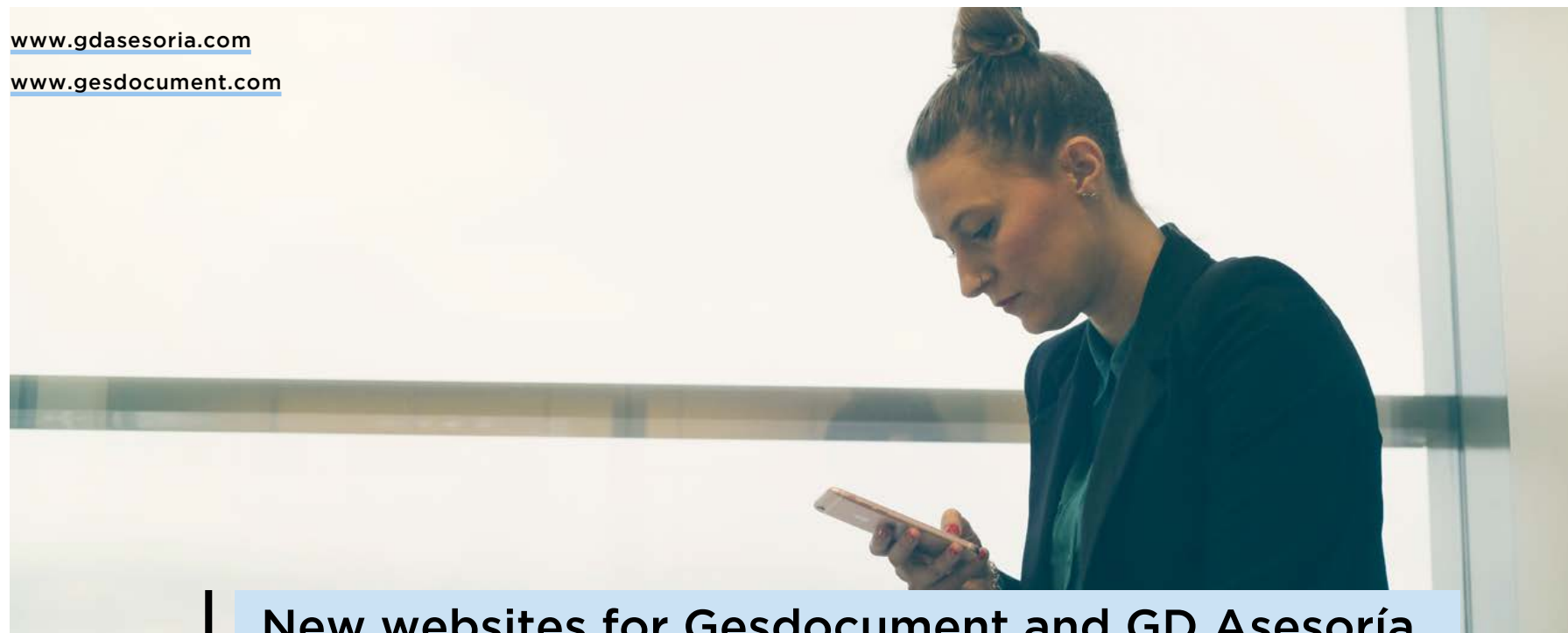
**LinkedIn followers\* 21,816**

**Twitter followers\* 97,948**

\*Total followers of our brands  
(Gesdocument, GD Human Capital, Laboral PRO and Online Gestoría)

[www.gdasesoria.com](http://www.gdasesoria.com)

[www.gesdocument.com](http://www.gesdocument.com)



**New websites for Gesdocument and GD Asesoría**

## Contributions to society

As part of our strong social commitment in 2016 we carried out a series of socially responsible activities that also involved our employees

In June we participated in **“Somos Uno”** in the RCD Espanyol’s stadium that consisted of a football tournament where teams from different companies played against one another and a benefit dinner. The funds raised at the event were donated to a program run by Aura Fundación to promote the inclusion, in society and the workforce, of people with intellectual disabilities, biomedical research on serious childhood diseases conducted at Hospital Sant Joan de Déu and research on Alzheimer’s conducted by the Fundación Pasqual Maragall.

Over the holidays, we held a **benefit “GD with Estrella”**, involving several employees who passed out messages of thanks to their colleagues. Each recipient touched by the message donated one euro per message. In total, and thanks to the additional contribution made by the company itself, €600 were raised for the Fundación Padre Carralda’s Kostka program for children whose mothers are in prison and aimed at ensuring that they have a normal childhood at the penitentiary centers.





## Dissemination of knowledge

As another part of our social contribution in 2016 our employees provided specialized tax training at the Fundación Prevent and ESADE's Aula de Emprendedores: a program directed at entrepreneurs with disabilities in order to promote their inclusion in society and the workforce.

Some of our employees also conducted trainings nationally, giving other classes and conferences at business schools such as ESADE, business associations and other forums. At the international level, in 2016 we gave a conference on the criteria for determining tax residency at the annual LEA Global conference in Manchester.

Lastly, between May and June 2016, the GD Legal division organized a series of four free webinars addressing various subjects of interest related to employment and taxes, such as taxes for secondees and recording working hours.



## ENVIRONMENT

At Gesdocument we are increasingly paying more attention to reducing the environmental impact of our business despite being a service company of size. As a result, in 2016 we implemented various measures.

### Reduction of paper consumption

Coinciding with the move to our new offices in Barcelona, we implemented a *paperless* policy at all of Gesdocument's offices. The primary goal of this new policy is to reduce the amount of paper we use in our daily activities and goes further than the company's existing double-sided printing policy.

Our commitment to becoming a paperless office has to do above all with our desire to create a new working environment based on a digital culture aided by the cloud platforms implemented to control and exchange the documents we create for our clients (such as the employee portal, Nómina PRO; the HR manager portal, RRHH PRO; and the Legal View PRO tool) and our internal communication tools.

In order to implement this commitment, in 2016 we invested in technology that allows us to work without paper, such as 4 high-speed scanners and 2 new servers that improve the performance of our virtual services. We also reduced and replaced our printers and installed new software to monitor printing. This helps reduce paper use by reducing print outs made in error and increases the confidentiality of information by preventing copies from accumulating on the printer tray.

These measures allowed us to save 250 kg of paper in 2016, representing a 1.7% drop in consumption with respect to 2015.

PAPER CONSUMPTION CHART

| Paper consumption (kg) | 2014  | 2015    | 2016           | Change 2015 vs. 2016 |
|------------------------|-------|---------|----------------|----------------------|
| <b>Total</b>           | 3,700 | 4,437.5 | <b>4,187.5</b> | <b>-6%</b>           |

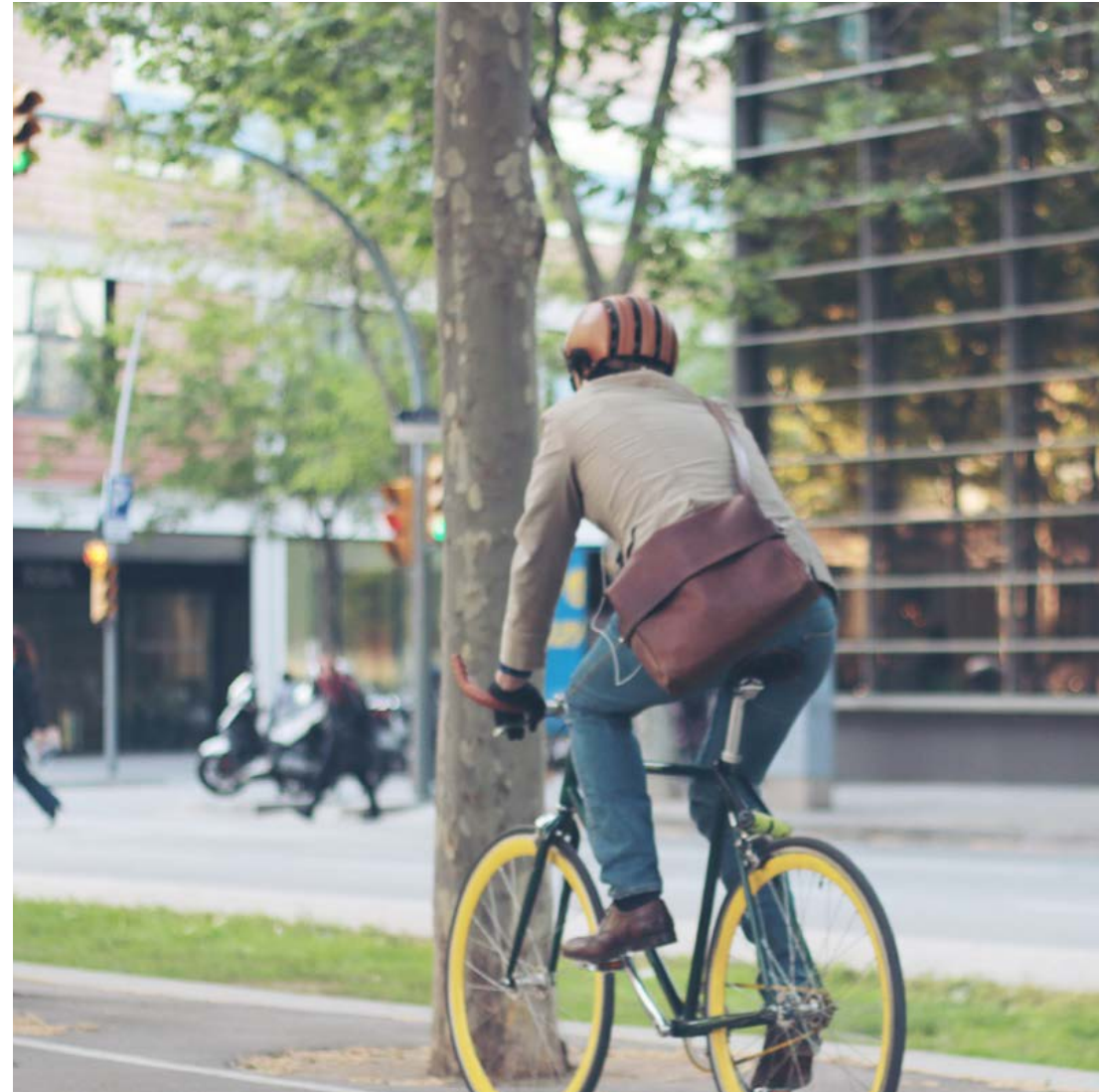
**Implementation of a paperless policy to reduce the use of paper and promote a digital culture**

## Recycling

Recycling is another activity that continued in 2016 and that we wanted to shore up during the year. In addition we switched to a new confidential document destruction company: DCD, which, destroys information in any format, whether digital or magnetic, and guarantees that all processed material is recycled.

In fact, at Gesdocument, material in digital and magnetic format is recycled and secure destruction is certified to guarantee that no one can recover the data.

All obsolete equipment replaced during the move to the Barcelona offices was properly recycled at recycling facilities: a practice that extends to other computer hardware and batteries. In relation to toner recycling, in 2016 this task was performed by Lasercart, a Special Labor Center promoting the inclusion of people with disabilities in the workforce.



## New sustainable offices in Barcelona

The building housing Gesdocument's new offices in Barcelona is Gold LEED certified in recognition that its design complies with strict sustainability standards.

The main features that make the building sustainable are the following:



- Connection to the urban heating and cooling network, improving the facility's performance and reducing greenhouse gas emissions.



- Lighting system using LED lights and distribution optimization to take advantage of natural light.



- Use of regional material and recycled content during construction.



- Use of highly reflective material to reduce the heat island effect.



- Parking reserved for bicycles, shared vehicles and electric vehicles to promote efficient transport.



- Rooftop photovoltaic system with 260 kWp installed power and a green roof.





## CONTACT

We invite our readers to share their opinions, comments and suggestions to improve future additions. Please contact:

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[map](#)

# APPENDICES

GRI indicators

Auditors' reports

# APPENDICES

## GRI indicators

| GRI 4   | Description of the indicator  | Page  |
|---|---|---|
| <b>Report the profile of the organisation</b>     |   |   |
| G4-3  | Report the name of the organisation   | 19  |
| G4-4  | Report the primary brands, products, and services.  | 8, 17                                       |
| G4-5  | Report the location of the organisation's registered offices.   | 53 (Barcelona)                              |
| G4-6  | Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.   | 39  |
| G4-7  | Report the nature of ownership and legal form.  | 19  |
| G4-8  | Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).   | 39  |
| Report the scale of the organisation, including:  |   |   |
| G4-9  | Total number of employees.  | 26  |
|   | Quantity of products or services provided.  | 17  |
| G4-10   | Report the total number of employees by employment contract and gender.   | 26, 28                                      |
| G4-16   | List memberships of associations (such as industry associations) and national or international advocacy organization in which the organisation.   | 46  |
| <b>Identified Material Aspects and Boundaries</b> |   |   |
| G4-18   | a. Explain the process for defining the report content and the Aspect Boundaries.<br>b. Explain how the organisation has implemented the Reporting Principles for Defining Report Content.  | 2   |
| <b>Stakeholder Engagement</b>                     |   |   |
| G4-24   | Provide a list of stakeholder groups engaged by the organisation.   | 37  |
| <b>Report Profile</b>                             |   |   |
| G4-28   | Reporting period (such as fiscal or calendar year) for information provided.  | 4   |
| G4-31   | a. Provide the contact point for questions regarding the report or its contents.  | 53  |
| G4-33   | a. Report the organization's policy and current practice with regard to seeking external assurance for the report.<br>b. Report the scope and basis of any external assurance provided.<br>c. Report the relationship between the organisation and the assurance providers.<br>d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report. | N/A (the report was not assured externally) |
| <b>Governance</b>                                 |   |   |
| G4-38   | Report the composition of the highest governance body and its committees.   | 19  |

## APPENDICES

### GRI indicators

| GRI 4                                     | Description of the indicator  | Page  |
|---|---|---|
| <b>Indicators by aspects: Environment</b> |   |   |
| Energy                                    |   |   |
| G4-EN3                                    | Energy consumption within the organisation  | 51  |
| <b>Indicators by aspects: Social</b>      |   |   |
| Labor practices and decent work           |   |   |
| Occupational health and safety            |   |   |
| G4-LA6                                    | Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender | 8   |
| Training and education                    |   |   |
| G4-LA10                                   | Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings       | 31 to 33  |
| Equal remuneration for women and men      |   |   |
| G4-LA13                                   | Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation  | There is no difference between the base salary for men and women. |
| Human rights                              |   |   |
| Non-discrimination                        |   |   |
| G4-HR3                                    | Total number of incidents of discrimination and corrective actions taken  | There were no cases of discrimination.                            |
| G4-HR12                                   | Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms  | There were no human rights impacts filed.                         |
| Society                                   |   |   |
| Fighting Corruption                       |   |   |
| G4-SO4                                    | Communication and training on anti-corruption policies and procedures   | 34  |
|   |   | 23  |