



# 2024 Annual Sustainability Report

January – December 2024





## Contents

- 01** About this report
- 02** About Market One Management
- 03** Areas and Impact
  - 03.01 Environment
  - 03.02 Community
  - 03.03 Governance
  - 03.04 Workers
  - 03.05 Customers
- 04** Executive Summary GRI
- 05** Index

# Carta del Chief Executive Officer

**Dear shareholders, customers, collaborators and community:**

We are pleased to present our fourth Sustainability Report. In it, you can learn about our goals, results, and the challenges we have faced along the way.

We continue to make progress in implementing policies, processes, services, and initiatives with the goal of becoming a triple-impact company. For us, Good Growth means not only generating profitability but also providing solutions to the social and environmental challenges we face today.

This year's highlights included our client collaboration spaces, pro bono projects for charities, and the deepening of our cybersecurity practices.

I want to take this opportunity to highlight our customers and suppliers focused on global sustainability strategies and invite those considering joining this trend to join, focusing on reducing the use of non-renewable resources and minimizing carbon emissions.

Finally, I deeply thank the key architects of these achievements, our entire team, for their commitment and efforts to drive sustainable growth alongside our customers and suppliers.



Adrian Lange  
CEO





# Shareholders & Co-Founders Letter

## Dear shareholders, customers, employees and community:

We adopt a comprehensive approach to corporate responsibility that permeates all our operations. As one of the companies leading the new sustainable economy, we focus on constantly measuring and improving our social, environmental, and economic impact, with the goal of actively contributing to the creation of a more equitable and sustainable world.

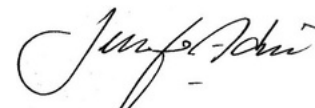
This concept, which may seem abstract to some, is embodied in our daily and strategic decisions, and is transparently reflected in this 2024 annual report.

Throughout this report, you'll discover concrete data on how we engage with our employees, customers, the environment, and the community, and how we manage our governance with ESG criteria.

Our commitment also includes putting our knowledge and resources at the service of charities and triple-impact businesses. We also actively promote the integration of circular economy models and returnable solutions into our clients' business operations.

2024 has been a pivotal year in which we redesigned our operating model, while continuing to strengthen our team and develop advanced capabilities in management areas.

Looking ahead, we reaffirm our commitment to responsible growth that benefits all our stakeholders and the planet we share.



Jerónimo Fernandez  
Shareholder & Co-  
Founder





# 01 | About this report

This report was prepared using the Global Reporting Initiative (GRI) 2021 standards and the B Impact Assessment axes of analysis, with no structural changes since the last fiscal year. It was reviewed by shareholders, employees, and stakeholders prior to publication. This report has not been externally verified and represents our fourth annual report. It covers the activities and results obtained between January 1 and December 31, 2024. For questions or comments, please write to [mvillanueva@marketone.co](mailto:mvillanueva@marketone.co).



# Materiality analysis

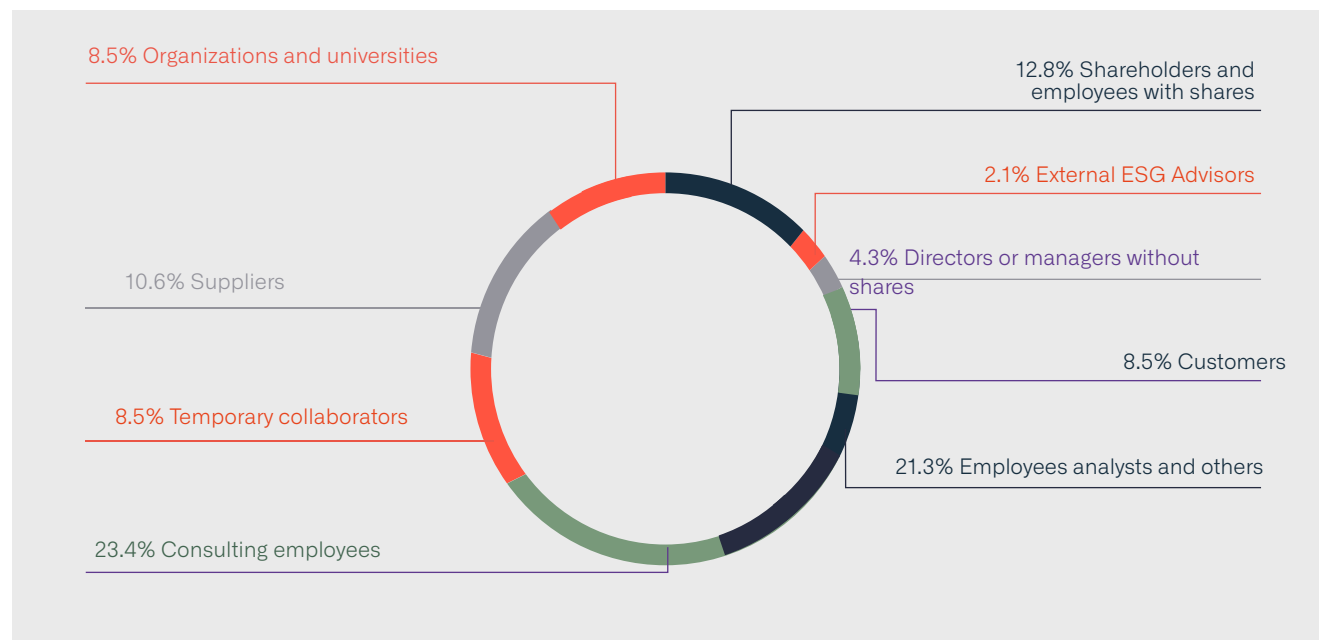
We annually review the priority economic, social, and environmental aspects for our stakeholders.

We conducted this through a general survey, our Stakeholder Council forum, and analysis from our sustainability leader.

This process provides us with the information we need to identify your expectations and the risks that may affect our service delivery. Following this analysis, we adapt our Annual Sustainability Plan and area initiatives accordingly.

The communication channels with our stakeholders are:

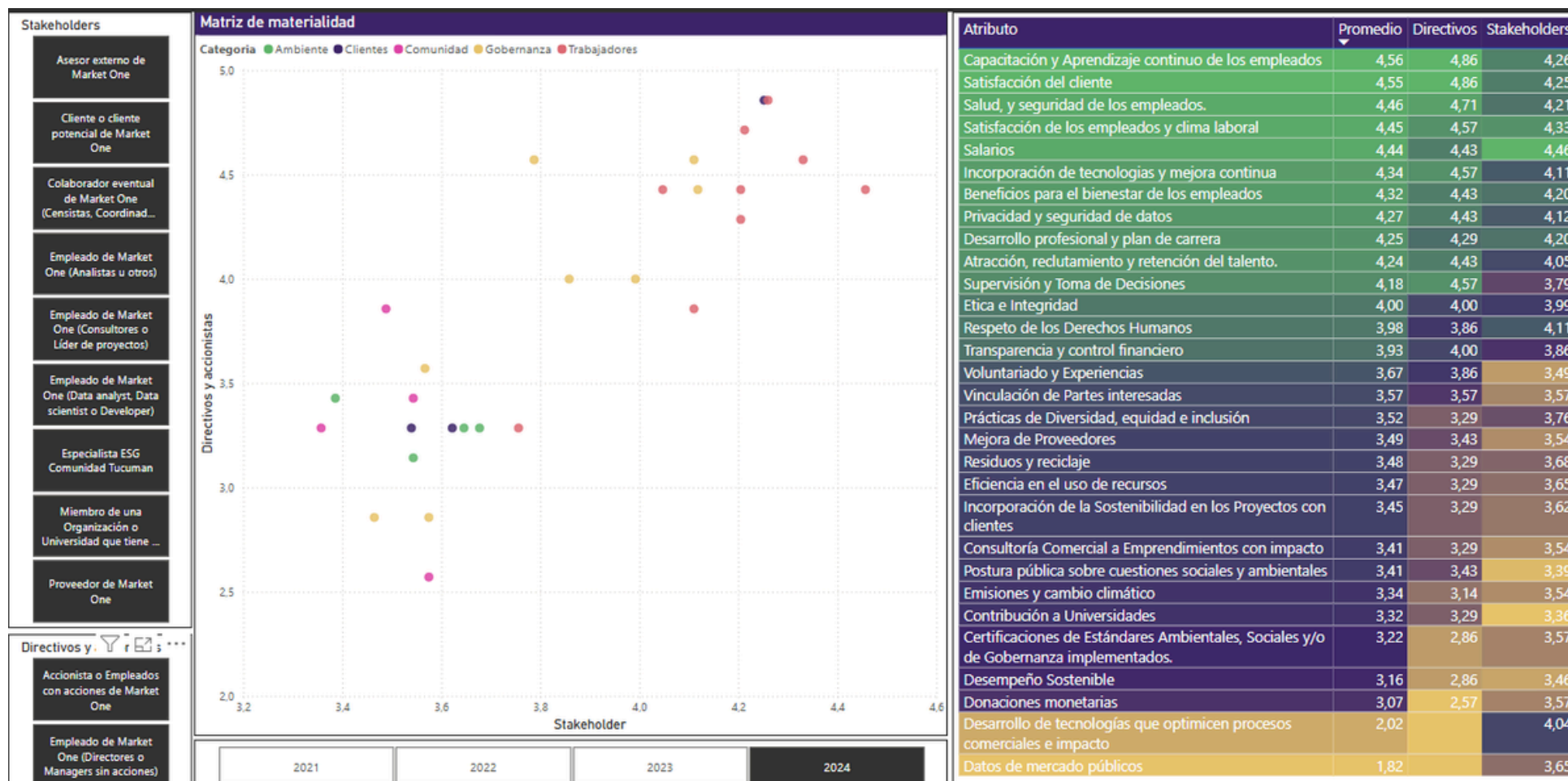
- »Shareholders and employees with shares: bi-monthly meetings.
- »External advisors: ad-hoc meetings.
- »Clients: satisfaction survey at the end of projects.
- »Employees: quarterly meetings, ad-hoc committees.
- »Contingent collaborators: coordinator meetings.
- »Suppliers: supplier registration process.
- »Organizations: ad-hoc meetings.
- »Universities: collaboration agreements.





# Materiality matrix

We observed a commonality in the variables that shareholders and stakeholders consider priority. These are mostly linked to our Employee dimension, namely Training and Continuous Learning, Customer Satisfaction, Health and Safety, Employee Satisfaction and Work Environment, and Salaries. Other relevant material topics include: Incorporation of Technologies and Continuous Improvement, and Professional Development and Career Planning.





Latam Market Mastery

Good Growth:

Digital Commercial

Acceleration and Profit



Latam Market Mastery  
Good Growth:  
Digital Commercial  
Acceleration and Profit

## 02 | About Market One



# Our Identity



We are a consulting firm specializing in commercial strategies and operations. We support the development of leading companies in Latin America through our consulting, technology, and market research units.

We are a team of close people, whom our clients consider allies, with the ability to execute and resolve issues effectively and pragmatically, adapting to their specific needs.

We were born to solve problems, more than 15 years ago. Along the way, we realized that solving problems is what's expected; how we do it sets us apart.

To the real—and even cold—value of the result, we add human value. It's our hands-on approach, that level of involvement, that makes us feel close. We build a cycle of trust with our clients: they choose us, recommend us, and choose us again. This is how we conquered all of Latin America, Brazil, and crossed the Atlantic to open a market in Africa.

In numbers, we've implemented over 1,200 projects in over 20 countries. But far from feeling like we've "made it," we're ready to keep challenging ourselves.

Companies today need consultants who move faster, who read better, and who use fresher frameworks—a reality that is no longer just "in the making"; and will be different in 18 months.

At Market One, we support and learn alongside each client. Because it's not just about going through a business transformation, it's about achieving better results. Our commitment begins with the right strategy and ends with successful implementation.

Success is always understood as the common good for all parties. Growth should not only be economic, but also moral.

We are proudly part of the 1% of companies certified as B Corp, and we reaffirm this commitment year after year. We reinforce practices that respect human rights in our sphere of influence and ensure that we are not complicit in their violations.

Our motto is: Better business results for responsible growth.



# Our Values



## 1. WE FOCUS ON THE CUSTOMER

Our customers' present and future needs define and refine our value proposition. These needs are the true drivers for generating innovative solutions.



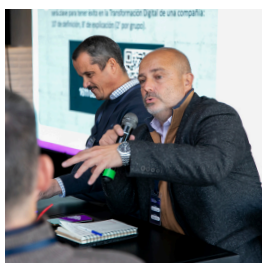
## 2. WE PROJECT BIG

We envision ourselves achieving great things as a team. Disrupting the industry to transform it is our obsession.



## 3. WE ARE RESILIENT ABOVE ALL

We overcome obstacles and reinvent ourselves, always learning from failure. We never give in to external pressure, we never give up.



## 4. WE PROMOTE GENUINE LEADERSHIP

We lead our space. We make decisions and challenge those of others when necessary, raising the bar. We don't compromise our convictions when we empathize. We don't turn a blind eye. We get involved.



## 5. WE PROCLAIM THE INSURGENCY

We promote a founding mindset, bold, ambitious, and insurgent, which, along with our purpose, radiates in the form of a mission. We abhor bureaucracy; we seek to simplify processes and empower those working to build the future.



## 6. WE TRANSITION TOWARDS SUSTAINABILITY

Aware of our economic, social, and environmental impacts, we redefined our purpose to build more sustainable business models together with our clients. Today, we prioritize minimizing our environmental impact by neutralizing our carbon footprint.



## 7. WE GENERATE RESULTS WITH PURPOSE

The fruits of our labor contribute to the responsible, long-term growth of our company and the global economy. Achieving these goals systematically feeds into our strategic development framework.



# Our services

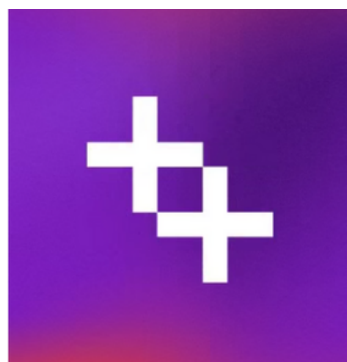
Throughout our history, we've collaborated with various leading industries, developing solutions that fostered their growth and competitiveness. We understand problems through an end-to-end commercial framework: strategic, tactical, and operational. We collaborate and support our clients, making things happen through practices conceptualized in the following verticals.



## Commercial Strategy & Operations

Transform strategy into commercial success.

- Strategy & Transformation
- Pricing & Revenue Growth
- Trade Marketing & Demand Acceleration
- Route To Market & Go To Market
- Sales Excellence



## Profit Optimization & Cost To Serve

Boosts efficiency, multiplies profitability.

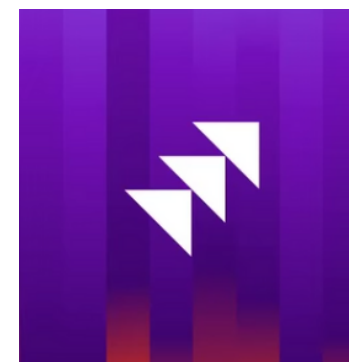
- Cost To Serve Modeling
- Profit Management & Profit Pools
- Phi Cost to Serve – Software as a service



## Digital Commercial Capabilities & Solutions

Digital solutions that transform every challenge into an opportunity for growth.

- Digital Capabilities
- Digital Engines & Solutions
- Data Science



## Commercial Enablers

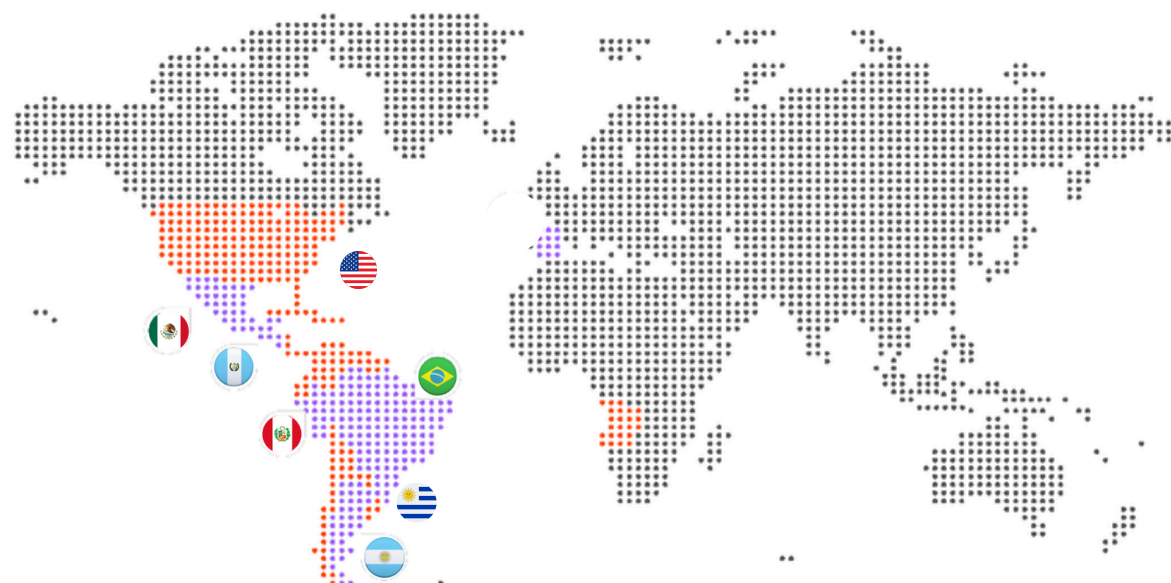
We turn insights into strategies to move forward in a constantly evolving environment.

- Segmentation
- Management Models & Ways of Working
- Market Intelligence: From Insights to Propositions

# Operational presence

We execute regional, national, and local projects primarily in Latin America and the Caribbean. Our 86 permanent employees work primarily remotely. We have shared offices in Argentina and Guatemala and temporary offices in Brazil, Mexico, Peru, the United States, and Uruguay.

We achieved our goals thanks also to the dedication of approximately 500 temporary employees and 200 suppliers present in the region's major economies and knowledge centers. Throughout our history, we have earned the trust of leading global consumer goods, food, beverage, finance, and pharmaceutical companies.





# Our Sustainability Strategy

Over the course of 15 years, Market One has worked closely with each client, developing strategies that maximize their commercial potential. Commercial transformation can help accelerate, reduce, or resolve the impacts generated by production, distribution, consumption, and post-consumption processes.

Our choice and commitment is to provide consulting and market research services with an awareness of these effects and to always recommend more circular and low-emission care models.

As we discussed in previous reports, our journey in 2021 was to promote personal awareness among our employees first, in 2022 to strengthen triple impact processes, and in 2023 to invest in research and development of a circular portfolio.

In 2024, we are particularly promoting our Probono program, allocating our greatest asset—the time of our specialists—to projects for public benefit organizations.

We continue to conserve forests threatened with deforestation and strengthen recycling in small towns through financial and in-kind donations. We also promote employment and skills development for people from vulnerable populations.

We will do everything in our power to ensure responsible growth for ourselves and our customers.




Mauricio Villanueva  
Sustainability & IT Leader





# Key milestones 2024

## First trimester

Volunteering: Contribution to civil organizations as mentors and collaborators.

- Cybersecurity: Training and process improvement program to maximize data protection.
- Employee Policy Update and salary adjustment periods based on recorded inflation rates.

## Second trimester

Publication of the Annual Sustainability Report.

- Professional development: Educational scholarship program for temporary collaborators.
- “Transformational Leadership” management training and alignment program.

## Third trimester

Donation to local community: Solar generation system.

- Customer Satisfaction: Bootcamps and Building a New Service Portfolio
- Impact Analysis: Measuring practices according to Up-right standards and S&P ESG Score.

## Fourth quarter

Probono Consulting Program for organizations.

- Offsetting corporate carbon footprint through donation to conservation and restoration projects.

## Priority axes of the Sustainability Strategy



### More Sustainable Income

We reduced the percentage of revenue associated with projects with a Net Positive Impact from 21.35% to 15.03% due to a shift in business priorities.



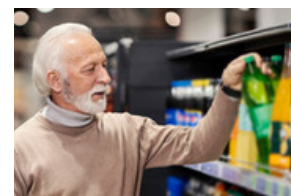
### Job opportunities and educational

We hired 58 people with barriers to employment in temporary market-building and activation roles. This represents 12.8% of the total.



### Donation 1%

We contribute 0.68% of our income to activities that protect the planet, promote charities, and foster entrepreneurship through cash transfers, goods, and time commitments.



### Circular business operations

9.63% of our revenue came from providing services related to promoting the consumption of returnable products.  
+Information Page 51.



### Contributions to Sustainable Development

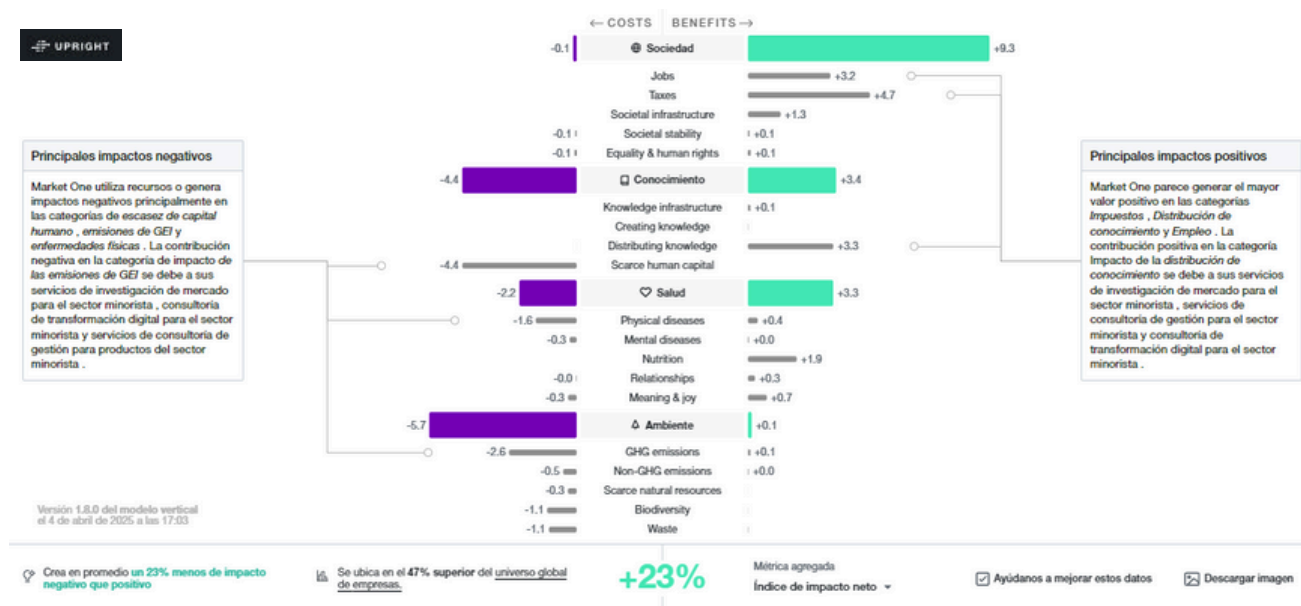
Through continuous improvement of our processes and specific initiatives, we contribute to addressing and solving social and environmental challenges.  
+Information Page 10



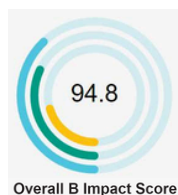
# Sustainability analysis with global standards

We re-evaluated ourselves using the S&P Global ESG Score, the Upright Platform Net Impact Rate, and the B Impact Assessment to understand opportunities for improvement and the strengths of our practices.

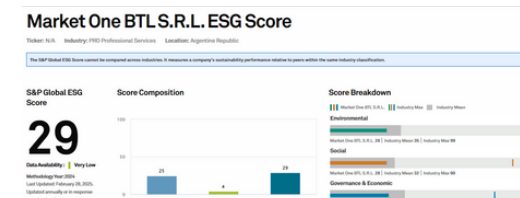
Upright Platform: The year-over-year change ranged from +31% to +23% in net positive impact. As previously mentioned, the platform mathematically addresses the contributions and costs or impacts that businesses generate on society, the environment, knowledge, and health.



S&P Global ESG Score: We saw an increase from 25 to 29 points in the S&P Global Corporate Sustainability Assessment. It quantifies a company's management of material risks and impacts by integrating company disclosures, media, and stakeholder analysis.



Impact Assessment B: the main tool we use to improve our performance in relation to the environment, communities, customers, suppliers, employees, and shareholders. Additionally, we leverage the module developed to visualize the actions companies can take for each Sustainable Development Goal.





## Contributions to the Sustainable Development Goals

Multiple objectives of the 2030 Agenda are addressed by our company's diverse practices and activities. However, when it comes to highlighting the contributions most aligned with our industry:



### SOCIAL

We offer ongoing training and professional development opportunities to our employees and suppliers.

**445** Training hours available for workers.

**39** Training scholarships for temporary collaborators.



### ECONOMIC

We contribute to the development of productive activities and investments by companies in the region by supporting projects to identify and address market needs with improved commercial strategies and operations.

**39** empowered customers.

**103** Executed projects.



### ENVIRONM ENTAL

We offer services that promote the implementation and consumption of products, primarily beverages, in returnable formats.

**9,6%** Company revenues associated with boosting profitability.



## 03.01 | Environment

# Environment

Our Environmental Policy expresses our goals to reduce and neutralize our environmental impacts and contribute to regenerating ecosystems. As a consulting and market research company, our supply chain does not involve intensive use of raw materials or significant environmental impacts beyond our consumption of electronic equipment.

Our consultants work remotely from their homes, with occasional domestic and international travel to our clients' operations. This way, we partially mitigate our electrical and commuting carbon footprint. We encourage our employees to offset emissions and adopt habits to minimize their carbon footprints, resources consumed, and waste generated in their homes. You can learn more about these actions in the following pages.

We removed our energy transition and water and energy consumption reduction goals from our goals due to the change in our work modality and the shift to shared offices over which we have no operational control. However, we will continue to conduct consumption estimates to be aware of our decentralized consumption in our employees' homes.

Our services drive increased sales of products from companies categorized as having a negative impact. Therefore, we specifically promote the adoption of more circular business processes in these companies. Additionally, we agree not to work for controversial industries such as tobacco or arms.

| Associated Objectives                       | 2021  | 2022 | 2023 | Meta 2024 | Result. 2024 | State              | Meta 2025 | Meta 2030 |
|---|-------|------|------|-----------|--------------|--------------------|-----------|-----------|
| Employees reduce average HC                 | 5,34  | 4,7  | 4,87 | 4,6       | 8,6          | Unfulfilled        | 4,6       | 3,2       |
| % Employees Compensate                      | 29%   | 40%  | 23%  | 35%       | 26%          | Partial compliance | 35%       | 65%       |
| GHG<br>% HC compensated by Market One       | 79,5% | 0%   | 100% | 100%      | 16,3%        | Unfulfilled        | 100%      | 100%      |
| % Employees reducing their waste generation | 43%   | 43%  | 47%  | 50%       | 35%          | Full compliance    | 55%       | 70%       |



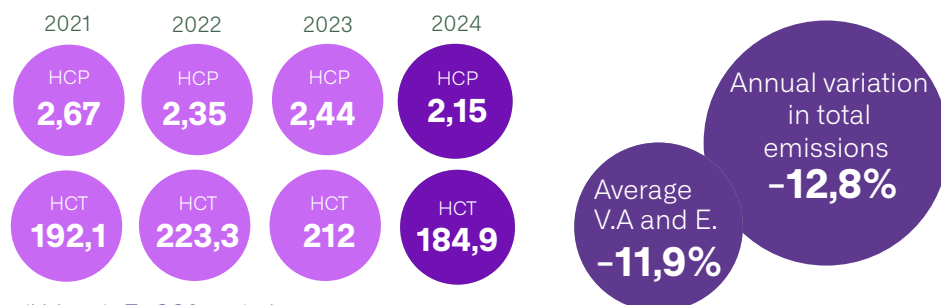
## Emissions

We produce minimal greenhouse gas (GHG) emissions due to our industry and remote work policy. We are committed to:

- Offsetting emissions associated with air, land and technology goods transport;
- Reducing emissions associated with the home energy our consultants use for their work.
- Carbon neutrality and science-based reduction targets (SBTI) for 2050.

## Generation

We estimated our emissions (HCT) based on the average carbon footprint measurement of each of our employees (HCP). The calculation logic for 2021-2023 was to consider 50% of our employees' personal footprint as part of our company's impacts. In 2024, we lowered that percentage to 25% because the values were duplicated when using another calculation tool, and the value proved to be distorting. We will continue working until we have a more accurate gas inventory. In 2024, we achieved an absolute reduction of 12.8% in our total emissions and an 11.9% reduction in our average carbon footprint, due to the decrease in our number of employees and the aforementioned change in emissions calculator.

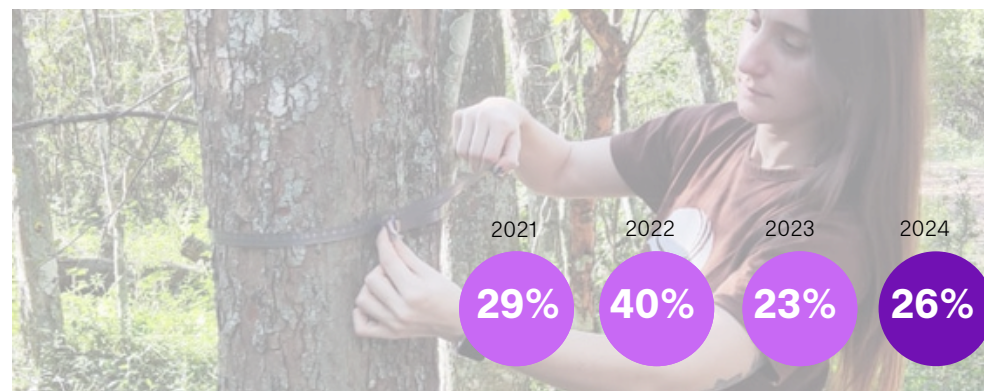


\*Values in Tn CO2 equivalent

## Emissions offsetting and contribution to biodiversity

We offset a fraction of 16.3% of our GHG emissions through the Banco de Bosques Argentina Foundation. We did not achieve our goal of neutralizing 100% of our emissions due to budget constraints.

Additionally, 26% of employees joined the offset initiative, and together we've already added 10,003 square meters to new nature reserves. The level of adherence to this annual practice reflects our team's level of understanding and commitment to the climate emergency.



## Assessment of risks, impacts and opportunities

To ensure a preventive approach to decisions and projects with environmental implications, we conduct annual risk, impact, and opportunity assessments of our operations. We also conduct a simplified risk-impact analysis for each project to be implemented.

# “Los Quebrachales” Project

Curbing deforestation not only combats climate change but also protects biodiversity and prevents the extinction of endangered species. It also contributes to preventing greater social vulnerability because standing forests ensure goods, services, and employment opportunities for local populations.

The Los Quebrachales project is a clear example of this. It involves the purchase of native forests for sale at risk to create a provincial reserve. This new green corridor between the Pampa del Indio Provincial Park and communities halts displacement and the expansion of agricultural and livestock farming. The purchase of lands that are imminently deforested helps maintain carbon dioxide sequestered in native vegetation, among other multiple ecosystem services. We celebrate our partnership with Banco de Bosques and each worker who voluntarily decided to join the conservation cause.

|                                      | 2021         | 2022        | 2023        | 2024         |
|--------------------------------------|--------------|-------------|-------------|--------------|
| Offset emissions (% of total)        | <b>79,5%</b> | <b>0%</b>   | <b>7,4%</b> | <b>16,3%</b> |
| Offset emissions (Tn CO2)            | <b>152,2</b> | <b>0</b>    | <b>15,7</b> | <b>30,2</b>  |
| Emissions offset by workers (Tn CO2) | <b>64,2</b>  | <b>73,6</b> | <b>68,8</b> | <b>115,6</b> |



**10003** mts<sup>2</sup>

Square meters of forest converted into reserve through employee donations and Market One between 2021-2024



## Electrical energy

Because the electricity consumption in our temporary shared offices is not representative of our actual operation, we chose to estimate the consumption used by our employees at home. Per employee, we estimate 45 kWh of energy used monthly for our electronic devices, lighting, and heating. During the operation of our Buenos Aires office, we relied on the municipal electricity grid and our solar generation system. The percentage of renewable energy used is provided by Cammesa.

The values are expressed in: \*Giga Joules, \*\* Percentage from renewable sources and \*\*\*Percentage from low impact sources.

| Total electricity                              | 2021     | 2022     | 2023     | 2024   |
|--|----------|----------|----------|--------|
| consumption                                    | 129,7 GJ | 179,7 GJ | 196,8 GJ | 173 GJ |
| Buenos Aires Office                            | 9,7 GJ*  | 10,1 GJ  | 10,2 GJ  | 0 GJ   |
|  | 13%**    | 13,9%    | 14,3%    | -%     |
|  | 12,9%*** | 13,2%    | 13,4%    | -%     |
| Decentralized estimated in workers' households | 120 GJ   | 169,6 GJ | 186,6 GJ | 173 GJ |

## Energy transition

We will continue to analyze viable options to support our employees' energy supply transition.

## Self-generation of electricity

The photovoltaic solar energy system installed in our Buenos Aires offices was donated to a public charity upon closing.



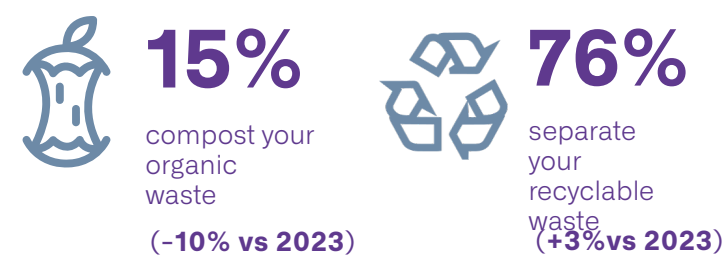
# Waste

Our operations have not generated any industrial or household waste since the closure of our Buenos Aires office. We estimate 1.2 kg of stationery and electronic waste generated annually by the average employee. Both shared offices for occasional use have a recycling station. We send waste electrical and electronic equipment (WEEE) for treatment.

We eliminated our reduction targets in order to prioritize other dimensions of our impact strategy. To help reduce pollution problems, we provide information, promote initiatives, and monitor adherence to eco-habits. The main mechanism for this is our Sustainable Performance Assessment.

| Waste generated        | 2021    | 2022    | 2023    | 2024   |
|------------------------|---------|---------|---------|--------|
| Waste generated        | 1029 kg | 1055 kg | 1073 kg | 107 kg |
| Buenos Aires Office    | 955 kg  | 951 kg  | 958 kg  | 0 kg   |
| Decentralized in homes | 74 kg   | 104 kg  | 115 kg  | 107 kg |

## Eco-Habits acquired by the Market One team



## Composite MO Initiative

In 2024, for financial reasons, we were unable to replicate the program that partially funded the purchase of compost bins for team members interested in acquiring this habit. We will resume its implementation in 2025.





## Water

Due to the nature of our operations, we do not make intensive use or extraction of water resources. We estimate human and sanitary consumption if you are working in corporate offices. The calculation logic is 8 liters per 20 workdays per month for the average annual number of workers.

We eliminated our reduction targets in order to prioritize other dimensions of our impact strategy. The water used in our previous Buenos Aires offices came from the utility company AYSA and the local watershed, the Río de la Plata. It was then sent through the Vicente López municipal wastewater treatment network.

| Water consumed (in liters) | 2021       | 2022       | 2023       | 2024      |
|----------------------------|------------|------------|------------|-----------|
| Total                      | 140819 lt. | 187560 lt. | 132948 lt. | 92480 lt. |
| Buenos Aires Office        | 6579 lt.   | 8160 lt.   | 7348 lt.   | 0 lt.     |
| Decentralized in homes     | 134240 lt. | 179400 lt. | 125600 lt. | 92480 lt. |

## Other environmental aspects

Market One does not produce, handle, transport, use, or market chemicals or hazardous substances. We do not alter the natural environments in which we operate and comply with the applicable legal regulations in each jurisdiction. Since the firm's founding, we have not filed any complaints regarding negative environmental impacts in our operations. Our Sustainability Department is available to assist you with any related disputes or inquiries.

## 03.02 | Community



# Community

Our commitment to responsible growth is also expressed through our relationships with suppliers and joint initiatives with charities in the cities where our employees live. We continue to prioritize contributions linked to the Sustainable Development Goals: 4 Education, 8 Employment, and 12 Responsible Production and Consumption.

| Associated Objectives        | 2021 | 2022 | 2023 | Result. 2024 | Meta 2024 | State     | Meta 2025 |
|------------------------------|------|------|------|--------------|-----------|-----------|-----------|
| Volunteering and Experiences | 49%  | 52%  | 40%  | 52%          | 55%       | Fulfilled | 55%       |
| Support for Universities     | 0    | 1    | 2    | 2            | 2         | Fulfilled | 2         |
| Donation 1%                  | 0,03 | 0,13 | 0,23 | 0,68         | 0,35      | Fulfilled | 0,5       |
| Awareness publications       | 9    | 12   | 24   | 6            | 12        | Unmet     | 6         |
| Supplier improvement         | 2,2% | 4,1% | 5,3% | 6,1%         | 6%        | Fulfilled | 7%        |

## Volunteering

Our Volunteer Program consists of organizing and facilitating our team's collaboration with foundations. Additionally, each employee receives one day of leave per year to take time off from their regular duties and contribute to an organization of their choice.

Although the impact of these initiatives is limited, we choose to maintain this practice for its awareness and engagement value. Sometimes, it's their first time collaborating on such an activity, and in other cases, it serves as an incentive to continue doing it in their free time.

We celebrate that the percentage of workers who participated in this experience or requested leave, and the number of volunteer hours dedicated, has again risen close to our goal.

Starting this year, we began including the monetary value of volunteer hours, in addition to financial and in-kind donations, in our "1% Donation" goal.

## Participant testimonials:



It was my first time volunteering. It was a joyful experience, seeing the people who participate every day, and everyone with a great story behind them that brings them to that place and to collaborate.

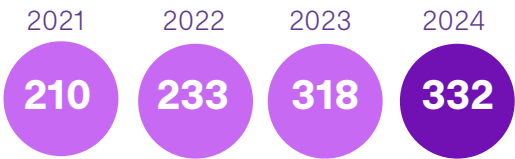
**Luciano Marital**



The experience was very enriching and rewarding. Having the opportunity to learn their stories and grow together at each meeting is what I value most. The foundation's work is impressive, supporting and organizing each meeting to make it a valuable experience for everyone.

**Florencia Lia**

## Volunteer Hours History



# Corporate Volunteering Days

## Food Banks

We contribute to reducing hunger, improving nutrition, and preventing food waste through sorting days for products donated to Food Banks in Buenos Aires, Tucumán, Mendoza, Rosario, and Guatemala. We raise awareness of global issues such as poverty and opportunities for improvement in production and supply chains.



## Mentorin



We were once again mentors in the Empujar Foundation program. It consists of a training program, company visits, and various activities that allow young people from vulnerable backgrounds to gain access to employment.

## Environmental Action



We collaborated with our families on native tree plantings and cleanup campaigns. These were organized by Soluciones BIOREM Guatemala and Sumar Azul - Parley Argentina.

## Others

Among other activities our collaborators decided to undertake, we can mention talks at universities and support for charitable events.



## Donations

We are committed to increasing our donations each year until they reach the equivalent of 1% of our turnover. In 2024, we increased our donations from 0.23% to 0.68% by combining direct cash transfers, donations of goods, the monetary value of volunteer hours, and the monetary value of pro bono consulting projects. Additionally, in the face of climate-related disasters such as floods, we encourage our employees to donate alongside the company to mitigate the enormous losses suffered by those affected.

### Financial contributions

The monetary contributions were donated to the Banco de Bosques Foundation for the aforementioned conservation project "Los Quebrachales, Chaco, Argentina." They were also donated to the Sistema B Foundation, an organization that works for responsible production and consumption.

### Contributions in kind

1. We made a significant donation of our photovoltaic generating equipment (USD 10,731), previously installed in the offices we replaced with our current shared space. The recipient entity was the environmental education project of the Municipality of Bella Vista, a small city in the interior of Tucumán, Argentina, which began working on waste management.
2. We support civil society organizations by providing virtual spaces for training and mass meetings that would otherwise consume their limited resources. This year's beneficiaries again include:



Global Shapers Tucumán, a youth organization that promotes youth development and community improvement projects.



Federation of Environmental NGOs: an entity that brings together individuals and institutions working to protect ecosystems.

3. Together with one of our suppliers, we donated technology and office supplies to schools and foundations. These were primarily cell phones and computers that have reached the end of their useful life in our production cycle and remain useful to users with lower requirements. We do not include their value in our "1%" target.
4. The 332 hours volunteered for the aforementioned purposes were included in the 1% goal. Although the calculation is complex, we used a conservative average of \$8.33 per hour to value them.
5. The Probono Consulting projects were monetized at USD 16,227 and USD 6,975. More information on page 45.

### Public stance on communication channels

We publish publications on our communication channels about social and environmental challenges that companies can help address. We understand this is a relevant topic for our stakeholders.

## Collaboration with organizations

Throughout the year, we participate in various initiatives proposed by charities and academic organizations aligned with our purpose.



Federation of Environmental NGOs: Our Sustainability Manager, who also serves as the organization's president, participated in numerous activities to promote environmental protection in our firm's hometown. His contribution to the debate to ultimately prevent the repeal of Mining Law No. 7879 is particularly noteworthy.



University of São Paulo (Brasil): We provided internship opportunities for two students from this institution. Both were subsequently hired.



System B: We participate in joint social media campaigns and learning-sharing activities such as corporate meetings.

## Sustainable suppliers

26% of our expenses were allocated to hiring personnel for information gathering roles. Another significant part of our purchases comes from the services sector:

- Software services and subscription platforms.
- Electronic devices: Notebooks and accessories.
- Gastronomy and hospitality.
- Transfers: taxis, planes, and short and long-distance buses.

Our supplier policy instructs our consultants to consider social and environmental variables in their purchasing processes. Prioritizing suppliers with certifications, sustainability strategies, and geographic proximity, and with no substantial cost differences.

In 2024, we increased the percentage of suppliers that complete our Supplier Registration assessment from 5.3% to 6.1%. We prioritized the analysis of those that are most significant in terms of financial or recurrence.

We are struggling to make high-quality supplier evaluation mandatory, as most suppliers are self-employed or SMEs without specific areas responsible for this type of procedure.



## 03.03 | Governance



## Governance

The governance principles we work with are:

- Transparency and accountability.
- Participation of stakeholders and advisors in strategic decision-making.
- Proactivity in risk and opportunity management.
- Consider the effects of our decisions on our stakeholders and ensure environmental protection.

In the following pages, you'll learn about the metrics and mechanisms we monitor to ensure we work together and fulfill our purpose of driving our clients' business strategies and operations toward responsible growth.

| Associated Objectives                      | 2021 | 2022 | 2023 | Result.<br>2024 | Meta<br>2024 | State     | Meta<br>2025 |
|--|------|------|------|-----------------|--------------|-----------|--------------|
| Policy Update                              | 58%  | 83%  | 70%  | 80%             | 80%          | Fulfilled | 80%          |
| Annual Report                              | 1    | 1    | 1    | 1               | 1            | Fulfilled | 1            |
| ESG Certifications and Assessments         | 1    | 3    | 3    | 5               | 5            | Fulfilled | 4            |
| Transparency of results-two with employees | 1    | 3    | 4    | 4               | 4            | Fulfilled | 4            |
| Stakeholder Feedback                       | 1    | 2    | 2    | 1               | 2            | Unmet.    | 1            |

## Ownership and legal form

We operate through One, a holding company DANELAK BIC, which owns the following companies:

- Market One BTL SRL (Argentina),
- MARKET ONE BTL S.A.( Guatemala)
- Marketone do Brasil commercial consulting services LTDA (Brazil)
- MO 1 S.A. de C.V. (Mexico)
- MARKET ONE S.A.C.(Perú)

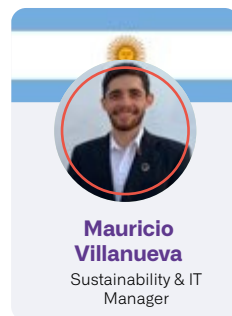
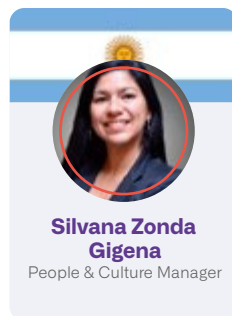
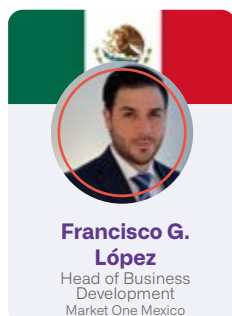
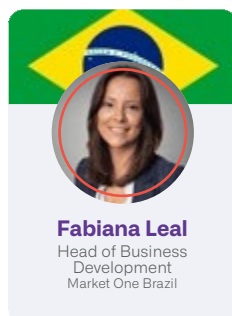
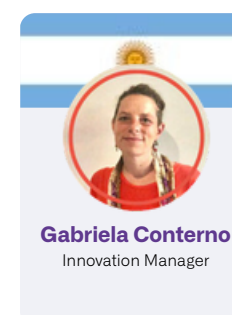
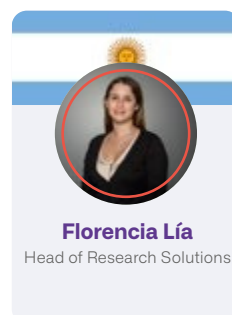
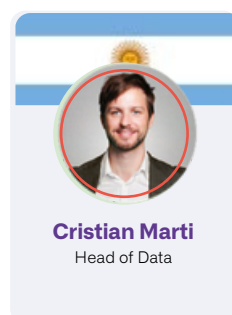
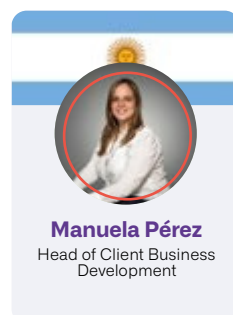
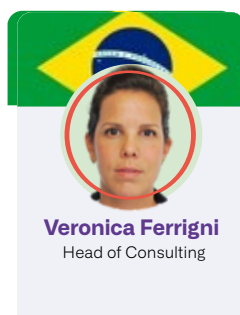
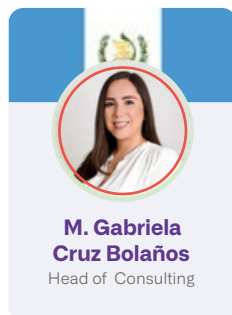
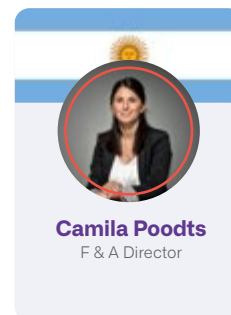
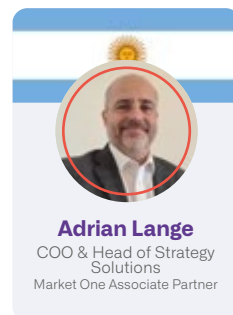
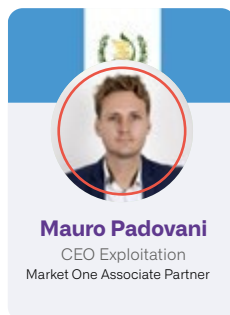
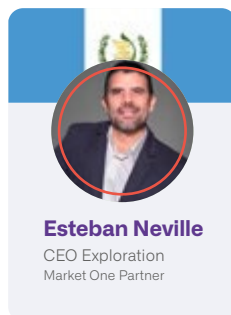
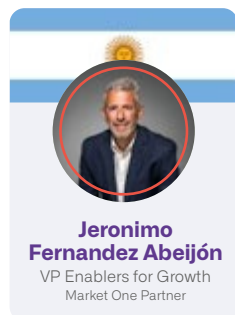
In 2024, we opened our company MO 1 USA LLC (U.S.A.). As a Benefit and Collective Interest Company (BIC), our goal is to create economic value and a material, social, and environmental impact, benefiting society, the environment, and all stakeholders involved in our business.

## Governance guidelines

Our firm's corporate governance is carried out by our Shareholders' Meeting. This is the highest governing authority and delegates responsibilities annually to the Exploration CEO, the Operations CEO, a Vice President, and the members of the Board of Directors. Operations were co-led by two CEOs to ensure a balanced life while working to meet the challenges of performance and transformation or continuous improvement. Our CEO of Operations focuses on maximizing productivity and the business's top line. Our CEO of Exploration promotes new services, business models, and capabilities that enable growth and market leadership in the short term.



# Corporate governance structure



The Board of Directors is made up of directors and managers with strategic and operational roles. It makes business decisions to ensure compliance with the annual operating plan (AOP). It shares financial and non-financial results with the rest of the staff every three months.

The Advisory Board of Experts provides strategic advice related to the firm's growth.

The Stakeholder Board provides recommendations and ESG.

PHI is our STS business unit and operates with increased levels of operational autonomy and is close to full independence.



Santiago Gandulfo  
PHI Director

## Ethical standard

Our Code of Ethics establishes our standards of ethical behavior, prohibitions, criteria, and laws applicable to the countries in which we operate. Content from the 10 Global Compact Principles, B CORP Standards, ISO 37000, and customer best practices were integrated into its development. It is signed by all full-time, part-time, and temporary employees.

Our Ethics Policy details the procedures for addressing potential violations. It is available to everyone inside and outside the organization through our website.

Furthermore, our Supplier Code applies to suppliers and other stakeholders involved in Market One's operations and projects. Signature of the Code is not mandatory at this time due to other priorities in our sustainability strategy.

## Sustainability Committee

The Sustainability Committee is the ad-hoc team convened when developing or updating our policies.

Updates are always approved by the organization's highest authority and the management of the area responsible for the policy in question. Teams are also informed and trained on these updates both upon their introduction and in the event of changes.

## Implemented Policies

Our guidelines have not received any major changes. We plan to finalize the policies under review in 2025.

- Governance Policy (in force)
- Ethics Policy (in force)
- Digital Transformation and Systems Policy (in force)
- Cybersecurity Policy (in force)
- Financial Control Policy (under review)
- Environmental Policy (in force)
- Community Service and Donation Policy (current)
- Supplier Policy (in force)
- Satisfaction and Labor Rights Policy (in force)
- Professional Development Policy (in force)
- Diversity, Equity and Inclusion Policy (in force)
- Impact Hiring Policy (in force)
- Human Rights Respect Policy (in force)
- Customer Relations Policy (under review)



**Here you can report  
violations of our policies or  
ethical violations.**

**[Code of Ethics](#)**



# Stakeholders' Meeting

A body formed to specifically listen to the expectations of our customers, suppliers, shareholders, community organizations, and company employees. Through meetings and surveys, we receive their support to improve our sustainability plan and annual report. Members are elected annually by our CEOs and serve on an honorary basis. We appreciate their solidarity and time in sharing opportunities and strengths in our processes and solutions portfolio.

## Social and environmental organizations:



Emiliano Ezcurra: Forest Bank. Argentina.



Agustina Rayes Sistema B, Argentina

## Temporary collaborators and suppliers:



Samanta Vergini: Temporary Workers. Argentina.



Fermín Stinch: Temporary Workers. Argentina.

## Client companies:



Alejandro Fernandez: APEX, Guatemala



Viena Ochoa: CMI. Guatemala



Marcelo Leal: Orizon, Brazil



M. Mercedes Sánchez M.: Liquors of Guatemala, Guatemala



Enrique Cortinas: PEPSICO, Guatemala

## Delegation of authority

The responsibilities of our executives are detailed in their job descriptions and in our corporate policies. To summarize, the people responsible for each type of decision and relationship with key stakeholders are as follows:

Responsibility is delegated to:

|   |  |
|---|--|
| Strategic and operational decisions               | CEOs<br>Board of Directors                           |
| Tactical decisions                                | Project Managers Management                          |
| Economic and financial decisions                  | CEOs<br>F & A Director External accounting advisors. |
| Customer Relations                                | Head of Client Business Development                  |
| Supplier Relations                                | F & A Director                                       |
| Relationship with the environment and communities | Sustainability Manager                               |
| Relations with workers                            | People & Culture Manager                             |



**Here you can  
access our previous  
reports.**

## Certifications, adhesions and seals



B Corp is a certification awarded to companies that use the power of business to develop a more inclusive and regenerative economy. The standard requires us to commit to continuous improvement of our processes and impacts.



As a member of the United Nations Global Compact, we are part of the business community guided by 10 principles and promoting collaboration to build better businesses. We publish reports on our contributions to the Sustainable Development Goals.



Marca Tucumán is the seal of distinction awarded by the Tucumán Productive Development Institute to companies that contribute to local development.



Upright Platform and S&P Global ESG Score are corporate sustainability assessments and global platforms that quantify and publish companies' net impact on society and the planet. They allow us to deepen our transparency, measure performance, and identify opportunities for improvement.





## 03.04 | Workers



## Workers

---

We are committed to creating an equitable environment, ensuring that everyone reaches their full potential by integrating their professional goals with their personal lives.

Our management priorities in 2024 were constant learning, continuous improvement, high performance, and well-being.

We are especially committed to ensuring compliance with our recurring procedures agreed upon in our policies.

We struggled to meet our minimum commitment to inclusive hiring, reaching 12.8% of temporary employees who belong to sectors with the greatest barriers to employment.

Throughout this section, you can learn about our challenges and commitments for the coming year. They are:

- Maintain internal equity and external competitiveness, guaranteeing the purchasing power of our employees through compensation reviews in the context of inflation affecting countries like Argentina.
- Maintain the good level of job satisfaction achieved.
- Support our employees in ongoing training and skills development in a context of rapid change.

Finally, a huge thank you to the entire team for contributing to our commitments and responsibilities for a better world.



Silvana Zonda Gigena  
People & Culture  
Manager





| Associated Objectives               | 2021 | 2022  | 2023  | Result.<br>2024 | Meta<br>2024 | State     | Meta<br>2025 |
|-------------------------------------|------|-------|-------|-----------------|--------------|-----------|--------------|
| Inclusive Hiring Structure          | 9,7% | 9,5%  | 18,5% | 13,9%           | 15%          | C.Partial | 15%          |
| Recruitment Inclusive for Eventuals | -    | 8,5%  | 19%   | 12,8%           | 25%          | Unmet.    | 15%          |
| Training structure                  | 12   | 20    | 12    | 12              | 24           | Modify    | 12           |
| Sustainable Performance             | 3,9  | 4,9   | 6,7   | 6,4             | 7            | C.Partial | 7            |
| Satisfaction                        | -    | 84,8% | 83,3% | 83,6%           | 85%          | C.Partial | 85%          |
| Promotion                           | 1,4% | 2,1%  | 5,7%  | 3,5%            | 6%           | Unmet     | 6%           |
| Rotation                            | -    | 37,5% | 36%   | 29,5%           | 30%          | Fulfilled | 32%          |
| Performanc                          | 5,9  | 6,2   | 7,3   | 7,34            | 7,5          | C.Partial | 7,5          |
| Training Hours Available            | -    | 230   | 265   | 374             | 445          | Fulfilled | 300          |
| Antique                             | 4    | 2,9   | 2,4   | 2,96            | 3            | Fulfilled | 3            |

## The culture we promote

The following principles renew the identity we choose to build and project:

1. Specialty: End-to-end sales are our specialty and 100% focus. We are committed to becoming global leaders. We support FMCG clients first, but not only.

2. Balance between flexibility and expertise: The challenge of transformation requires consulting firms to move more lightly, learn and unlearn quickly, and have access to and mastery of cutting-edge technological solutions.

3. Partnering for transformation: We cannot and do not want to respond indifferently to the transformation needs facing the sector. That's why we take a leading role by promoting meeting and co-creation spaces among industry leaders, generating valuable content about market trends.

4. Hands-on approach: Being approachable, empathetic, and a team player with our clients is a hallmark of our identity as consultants. The hands-on approach is evident throughout the entire process, which begins with the strategy and continues until the expected results are seen.

5. Triple impact: We understand conscious capitalism as a model for creating value and well-being, upon which we build our trajectory.

6. Smart Money vs. Top Tier: We have the credentials, experience, and passion to solve problems, without the huge costs associated with top-tier consulting firms. At Market One, we offer more value at a fairer price.

## Size and composition

In 2024, Market One maintained its payroll size relatively unchanged from the previous year, increasing from 87 to 86 employees.

## People management

As a consulting firm, the backbone of our business is to engage, maintain, and continually improve the teamwork capabilities of highly talented people. The goals and practices we implement to achieve this are structured around three pillars:

- Economic competitiveness: guaranteed through salary increases and shareholding or profit sharing.
- Emotional competitiveness: based on an internal culture of learning and innovation, purposeful leadership, and brand communication.
- Professional development: This includes "MYGPS" performance assessments, training opportunities, and a process for identifying and promoting high-potential workers.

A dashboard system allows us to monitor our indicators. Our human resources department is called "People & Culture" due to our more humanized view of companies as organizations whose role goes beyond productivity and profitability. Historically, our internal improvement process in this area was as follows:

- 2022: Improved integration and availability of data in the area.
- 2023: Streamlining internal communications.
- 2024: Cultural strengthening through training for leaders and area representatives. Compensation structure improvement project
- 2025: Digitizing processes to improve productivity, accelerate learning, and enhance the professional growth of our employees.



# Performance and professional development

## Promotion

To support our employees' growth, we facilitated their internal movement to more senior positions or lateral positions. We communicated internal searches when vacant roles became available and supported them in the process of acquiring new knowledge and skills for the position. This indicator decreased compared to the previous year.

## Performance Evaluation

Our process consists of a self-assessment, a discussion with the immediate supervisor, and a subsequent review of the agreed-upon improvement plan. The results are taken into account for promotions and performance-based salary increases. We assess six priority competencies in all our permanent employees:

- Resilience
- Teamwork
- Genuine leadership
- Business knowledge
- Growth mindset
- Focus on growth and value

The indicator improved slightly to 8.36, and we will continue working until we reach our goal of 8.5.

## Sustainable Performance Assessment

In addition to the evaluation linked to the responsibilities and objectives of each role, we monitor the Sustainable Performance of each employee. This concept includes variables such as participation in volunteering, eco-habits, personal footprint compensation, and specific responsibilities for each position. The highest-rated employee receives an incentive or award for their environmentally and socially preferable habits. The best-performing employees in 2024 are:

1. Silvana Zonda
2. Lucia Zanato
3. Mariel Tip

We thank you for transforming your awareness into more sustainable practices that reduce your environmental footprint and improve your social environment.

## Language Program:

Developing the ability to communicate in new languages provides cultural and intellectual enrichment. We offer 72% of our team members access to group and private language classes, depending on their role. The language distribution was: 37% English, 28% Portuguese, and 7% Spanish.





# Training

Our professional development and internal training policy focuses on providing opportunities for our talents to gain knowledge, taking into account internal training needs and market trends, as well as the company's needs and the future prospects of our employees.

Courses, access to training, and instruction are divided into mandatory, optional, specific, and general courses. They are offered both synchronously and asynchronously and are available upon enrollment.

Beyond our induction process and formal opportunities, we are aware of the fundamental role of mentoring and daily interaction in building and disseminating knowledge.

In 2025, we will focus on achieving a higher average value for hours actually received and providing new, tailored training methodologies.

## Historical Training Hours



## Leadership Program:

In this program, our top management and team members developed their leadership skills. We explored the values, principles, and practices that foster conscious, effective, and transcendent leadership. The program was inspired by Fred Kofman's book "The Meaning Revolution." We read and engaged in reflection and opportunity-finding activities in light of the concepts presented. We also dedicated time to understanding the alignment of our corporate and personal purpose.



### Available for everyone

158  
Hours

- Transformational Leadership
- Communication and teamwork
- Think-cell y PPT Master
- FINNEGANS: Accounting and financial management software
- COR: Project Management Software
- Excel y Power BI.
- General staff areas: people, finance, sustainability, etc.
- MO induction
- Hiring Process
- Occupational Risk Prevention
- Innovation: Technologies, ChatGPT & AI's.
- Data Analytics for Decision Making
- Statistics for Data Science
- Statistics for non-statisticians
- Google Data
- Communication Skills
- Portfolio and Business Processes
- Monthly modules operations
- Creative Negotiation Harvard

### Specific availability

287  
Hours

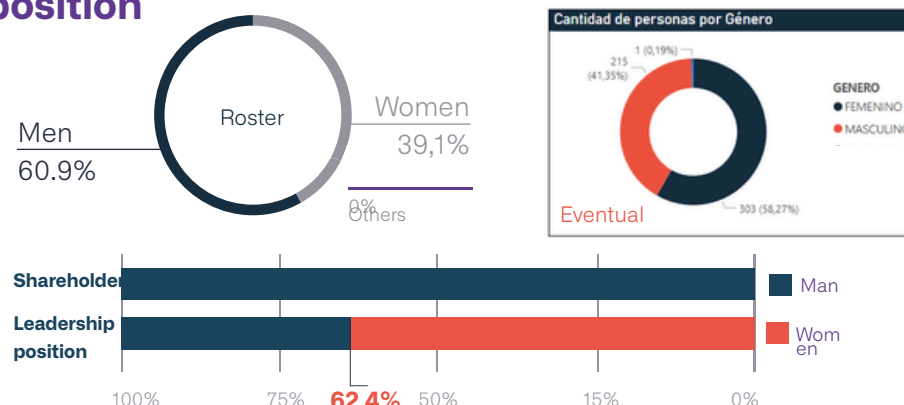
- Upskilling -Reskilling
- Organizational Competencies
- Sustainability in the value chain
- SQL for Beginners Azure Data
- Python Master Course
- Customer Analytics in Python
- Django 4 and Python
- Growth Hacking & Growth Marketing
- Artificial Intelligence and Deep Learning
- Machine Learning ,R y Python para DataS
- Master Notion
- GRI: Global Standard
- Segmentation for management

## Diversity, equity and inclusion

As we mentioned earlier, the inclusion of people experiencing discrimination in the workplace is one of our significant positive social impacts and priority commitments. Our DEI Policy and Impact Hiring Policy ensure the promotion and respect of diversity within our team through the following core practices:

- Our Code of Ethics prohibits discrimination based on gender, race, disability, and other grounds. This document is signed by all employees during their induction sessions.
- Monitoring demographic factors such as gender in leadership positions to identify potential biases and imbalances.
- Processing of improvement proposals and complaints of mistreatment, harassment, or discrimination in Committees.
- Raising awareness among our staff at meetings on the gender gap and structural discrimination.
- Salary analysis taking into account demographic variables such as residence, sex, among others.
- Age and geographic diversity among our shareholders.

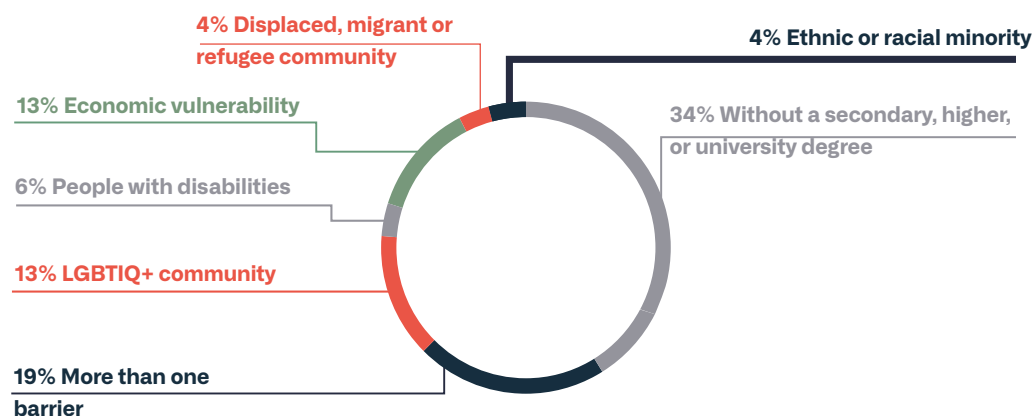
### Composition



The gender ratio remained relatively constant, and we slightly reduced the metric for women in leadership positions from 66.7% to 62.4%. The proportion of temporary employees is 59% women and 41% men.

### Impact Hiring

To narrow them down, we used our historical databases and focused our searches on organizations that work with people who experience some form of workplace discrimination. Below are the groups where contracted personnel with barriers belong.



## Inclusive recruitment process

To ensure non-discrimination in our hiring processes, we reinforce our internal and external message in our searches. All candidates' applications are considered regardless of characteristics or qualifications beyond suitability. We also set targets for both our permanent and temporary staff.

## Development Temporary collaborators

Our company cannot offer permanent positions to field surveyors due to the dynamic nature of the cities where we conduct market research. However, we can help them enhance their skills and access permanent employment in other companies. In 2024, we offered 39 scholarships or access to courses on digital platforms.

## Well-being of people

Our Employee Satisfaction and Rights Policy outlines the principles and processes we apply to maintain a pleasant and motivating work environment. We place special emphasis on a healthy work-life balance for every professional.

Below, we delve into key processes for well-being: climate survey, salary policy, benefits plan, shared spaces, safety and hygiene, transparency, and handling of ethical misconduct.

## Job climate and satisfaction



The climate and well-being measurement analyzes employees' relationships with their leaders, their peers, and their work. The dimensions of pride, camaraderie, credibility, respect, and fairness are analyzed. We achieved a slight improvement from 83.3% to 83.6% and will continue to improve until we reach our goal of 85%.

## Salary Policy

Due to the once-high inflation rates in some of our operating regions, we implemented more frequent salary increases. This way, we maintain our competitiveness as an employer and, crucially, the purchasing power and well-being of our employees.

## Benefits Plan

Our additional benefits beyond those legally required remained unchanged. These include:

- Medical or health coverage.
- Extension of days of leave granted for taking exams, attending births, deaths, among others.
- Flexibility to access the vacation period in a modular manner.
- Hybrid working modality.
- Present on occasions such as weddings and births.



## Shared spaces

We organize regular team meetings in each location to strengthen our ties, inspire each other, and revitalize our culture.



## Occupational health and safety

In 2024, we recorded a sprained foot injury that healed quickly. We ensured compliance with safety and hygiene regulations in our shared offices and ensured risk prevention training, especially for our temporary field employees.

Experience tells us that during surveys or product promotions, they are the ones most exposed to situations such as heat exhaustion, theft, or threats in public.

To address potential violations to the physical integrity and health of our employees, we provide direct contact information to the applicable insurance companies. Within the framework of our Ethics and Sustainability Committee, we investigate each situation to determine additional preventive measures.

| Indicators                       | 2021 | 2022 | 2023 | 2024 |
|----------------------------------|------|------|------|------|
| Accidents recorded               | -    | 3    | 3    | 1    |
| Registered occupational diseases | -    | 0    | 0    | 0    |

## Internal transparency

Transparency and access to information for our employees is one of the values we embody through our quarterly review meetings. These meetings report on the current financial and non-financial results.

Furthermore, this annual report rectifies such commitment and is available on our website from its publication date for all our interested parties.

## Ethical faults

Reports of ethical misconduct, discrimination, or other situations covered in our Code of Ethics are analyzed by our Sustainability and People departments, and an Ethics Committee. Appropriate measures are then implemented to mitigate damage and prevent future repercussions. In 2024, the reporting system recorded three cases of theft by temporary workers. They were addressed as established by our procedures.

| Indicator     | 2021 | 2022 | 2023 | 2024 |
|---------------|------|------|------|------|
| Cases treated | 2    | 8    | 7    | 3    |

## 03.05 | Clients



# Portfolio and development of new services

As a consulting firm specializing in end-to-end business, our focus is on transforming strategies and supporting each client through the final mile of implementation to optimize their business results.

Aware of the negative and positive impacts on societies and ecosystems generated by each industry, we assume the responsibility of progressively moving toward a business model that drives positive growth and stakeholder capitalism.

Our Sustainable Income target reflects the percentage of the firm's revenue associated with projects executed for companies with a positive net balance according to external analysts and with projects that promote profitability. Due to the strategic decision to focus our innovations on consulting services rather than market activation services, we reduced our performance in this regard. Regarding our clients' ESG ratings, we typically observe negative scores in the beverage sector and positive scores in the pharmaceutical sector.

| Associated Objectives | 2021 | 2022 | 2023   | Meta 2024 | Result 2024 | State        | Meta 2025 |
|-----------------------|------|------|--------|-----------|-------------|--------------|-----------|
| Sustainable Income    | -    | 8,8% | 21,35% | 25%       | 15,03%      | Unmet.       | 20%       |
| Satisfaction          | -    | 6,7  | 8,4    | 8,5       | 8,7         | I fulfilled. | 8,8       |

## Strategic Partners

Our strategic alliances with companies that boast cutting-edge technology allow us to co-create solutions that transform businesses and open up new growth opportunities.



## Pro-Bono Projects

### Boosting Food Bank Donations

The objective was to develop strategies and tools that would allow Desarrollo en Movimiento Guatemala to expand its donor base, optimize the use of the resources received, and strengthen its long-term sustainability through the certification and recognition of strategic partners.



## Business Engagement Index

We conducted a market study to understand the interest and commitment to social and environmental issues among members of the Vistage Argentina business alliance. We obtained valuable insights that will allow the institution to guide the sustainability value proposition it offers its members.





## Customer service and satisfaction

Our project monitoring and continuous process improvement allow us to guarantee high customer satisfaction.

Our team's culture, which puts our clients' needs first, enables agile response and adaptation to emerging challenges throughout the lifecycle of our services.

Our ongoing investment in research and development of new consulting solutions allows us to continue expanding globally while creating and sharing knowledge.

Our Net Promoter Score (NPS) increased in 2024, and we're challenging ourselves to increase further next year. By analyzing multiple variables, we're able to identify opportunities.

Last but not least, our consultants' ongoing training in technical knowledge, soft skills, and technological tools is the foundation for optimizing our clients' business operations.



Manuela Perez Head Client Business  
Development



## Privacy and customer data

| Indicator     | 2021 | 2022 | 2023 | 2024 |
|---------------|------|------|------|------|
| Data breaches | 0    | 0    | 1    | 0    |

Our Cybersecurity Policy establishes the mechanisms for achieving a robust and attack-resistant business environment that protects our customers' data, respects their rights, and complies with our confidentiality agreements.

We continue to ensure the protection of the integrity, availability, and confidentiality of our IT, human, and information assets. We have not recorded any breaches or unauthorized access. Our employees are committed to protecting information from the moment they are hired and have limited access to information based on their role.

With the support of external EndPoint specialists, we conducted comprehensive vulnerability scans and updated our existing policies. Additionally, our staff attended multiple training sessions on the most popular threats and social engineering techniques. We were assessed on our digital behavior through simulated phishing campaigns.



## Research and Development

We foster growth and innovation in the commercial and strategic operations of leading companies in Latin America. For the third consecutive year, we organized our Latam Market Mastery Bootcamps, exclusive co-creation spaces where we brought together leaders from different industries to address the challenges and pain points of today's business world. We held seven meetings in four countries: Guatemala, Brazil, Argentina, and Mexico. For 2025, we have already confirmed new spaces to continue generating collaborations that boost the competitiveness and sustainability of the region's business ecosystem. Among the initiative's metrics, we highlight:

- More than 280 participating business leaders are committed to transforming their businesses.
- More than 60 leading companies from different sectors have joined this experience.
- More than 35 speakers and 20 sponsors and strategic allies enriched each meeting.
- More than 60 hours of co-creation, networking, and applied knowledge generation.





## 04 | Final Comments





# Sustainability Goals 2024

## Portfolio

- 1.** Generate 25% of the company's revenue associated with projects with a positive net impact.  
Result: 15%. 5.4% were client companies with a positive net impact rating, and 9.6% were projects that promoted returnable products.
- 1.1** Inclusive Hiring Temporary staff on average 21% face the greatest barriers to employment in Research projects.  
Result: 12.8%. A significant reduction compared to the previous year, still exceeding the minimum commitment of 10%.
- 1.2** Incorporation of the generic or ad-hoc annex of ESG recommendations in 20% of Consulting projects.  
Result: Objective canceled due to lack of interest and value generated for our client executives.
- 1.3** Carry out three pro bono consulting projects for public benefit organizations or SMEs with impact.  
Result: Two consulting and market research projects executed for public benefit entities. One more than the previous year.

## Processes

- 2.** Continuously improve our corporate practices across the firm's various areas, investing an amount greater than or equal to the previous year and as close as possible to 1% of our revenue. Result: 0.68% A significant increase was achieved compared to the previous year (0.23) and we are approaching 1%.
- 2.1** Improve our ESG performance according to the B Corp standard. Result: Improved practices increased our performance and we will be able to validate the same in our next audit process.
- 2.2** Contribute to reducing our carbon footprint and achieving the Sustainable Development Goals. Result: Our carbon footprint remains stable and reduced thanks to our remote work approach. Our main contribution to the SDGs is detailed on page 16.
- 2.3** Conserve forests in danger of deforestation and promote recycling in small towns through financial donations. Result: Together with voluntary contributions from employees, we added 5,103 square meters to a future nature reserve and donated a photovoltaic system to the public good.

# Sustainability Goals 2025

- 1.** Generate 20% of the company's revenue from projects with a positive net impact.
  - 1.1** Inclusive Hiring: 15% of temporary staff face the greatest barriers to employment in research and market activation projects.
  - 1.2** Carry out three pro bono consulting projects for public benefit organizations or SMEs with impact.
- 2.** Improve corporate practices across the firm's various areas by investing an amount equal to or greater than the previous year and as close to 1% of our revenue as possible.
  - 2.1** Improve our ESG performance according to international standards.
  - 2.2** Contribute to reducing climate change and achieving the Sustainable Development Goals.
  - 2.3** Conserve forests at risk of deforestation and promote recycling in small towns.





# Returnability, Circularity and Sustainability Solutions

Our solutions for implementing and promoting returnable service models indirectly contributed to reducing emissions, resource consumption, and waste generated. We will continue to support our clients in defining strategies and improving operations for this marketing model.



1. Performance evaluation of distributors in returnability: analysis of the situation of the operational processes of returnability compared to the regional standard.

2. Sustainability Assessment (ESG) in Business Processes: Understanding the business practices that impact executives interested in integrating sustainability into their distribution operations.

3. Improvement of strategies and processes associated with returnable products: through manuals and advisory support, we help bottlers standardize their management processes and key KPIs used to manage the returnable category.

4. Training workshops and trends: Through workshops, we share trends in sales levers and processes for managing, calculating, and introducing returns in each channel.

5. Market research, commercial levers, points of sale, and consumers: ad-hoc study of the shopper and trade to evaluate excellence in the execution of the returnable portfolio at points of sale.

6. Planting of returnable products: to increase demand and shift the mix away from disposable versions. This service involves planting returnable products directly to homes through sales teams, promoting various door-to-door combos in priority development areas.

7. Recovery of returnable packaging from homes and points of sale: A targeted action that can be accompanied by the launch of new products. It consists of deploying teams offering products at a discounted price based on the company's idle returnable packaging returned by homes and points of sale.

8. Post-consumer emissions reduction: A medium-term solution that strengthens the recycling cycle for returnable and disposable packaging by deploying temporary storage bins at your company's points of sale. At the same time, we coordinate investments with local institutions to ensure the collection, hygiene, and subsequent reclassification of the packaging.



## 05 | GRI Index

# GRI table of contents

**Declaration of Use:** Market One has presented the information cited in this GRI content index for the period from January 1, 2024, to December 31, 2024, using the GRI Standards as a reference.

**GRI 1 used:** Fundamentals 2021.

| GRI Standard                 | Content  | Location / Comment                               |
|------------------------------|--|--|
| GRI 2: General Contents 2021 | 2-1 Organizational Details                                   | 13;30  |
| GRI 2: General Contents 2021 | 2-2 Entities included in the sustainability reporting        | 13;30  |
| GRI 2: General Contents 2021 | 2-3 Reporting period, frequency and point of contact         | 5  |
| GRI 2: General Contents 2021 | 2-4 Updating information                                     | No updates are made during the reporting period. |
| GRI 2: General Contents 2021 | 2-5 External verification                                    | 5  |
| GRI 2: General Contents 2021 | 2-6 Activities, value chain and other business relationships | 9-11;30  |
| GRI 2: General Contents 2021 | 2-7 Employees  | 13; 37; 41                                       |
| GRI 2: General Contents 2021 | 2-9 Governance structure and composition                     | 30-32  |
| GRI 2: General Contents 2021 | 2-10 Appointment and selection of the highest governing body | 31   |

| GRI Standard                 | Content   | Location / Comment          |
|------------------------------|---|-----------------------------|
| GRI 2: General Contents 2021 | 2-11 President of the highest governing body                            | 13;30                       |
| GRI 2: General Contents 2021 | 2-12 Role of the highest governing body in overseeing impact management | 31                          |
| GRI 2: General Contents 2021 | 2-13 Delegation of responsibility for impact management                 | 34                          |
| GRI 2: General Contents 2021 | 2-14 Role of the highest governing body in sustainability reporting     | 3-5                         |
| GRI 2: General Contents 2021 | 2-15 Conflicts of interest  | 32                          |
| GRI 2: General Contents 2021 | 2-16 Communicating Critical Concerns                                    | 32; 43                      |
| GRI 2: General Contents 2021 | 2-17 Collective knowledge of the highest governing body                 | 39-40                       |
| GRI 2: General Contents 2021 | 2-18 Evaluation of the performance of the highest governing body        | 39                          |
| GRI 2: General Contents 2021 | 2-22 Declaration on Sustainable Development Strategy                    | 3-4                         |
| GRI 2: General Contents 2021 | 2-23 Commitments and policies   | 15; 30; 32                  |
| GRI 2: General Contents 2021 | 2-27 Compliance with laws and regulations                               | No cases of Unmet recorded. |
| GRI 2: General Contents 2021 | 2-29 Approach to stakeholder engagement                                 | 6-7                         |
| GRI 3: Material Issues 2021  | 3-1 Process of determining material issues                              | 6-7                         |
| GRI 3: Material Issues 2021  | 3-2 List of material topics   | 6-7                         |
| GRI 302: Energy 2016         | 302-1 Energy consumption within the organization                        | 21                          |



| GRI Standard  | Content   | Location / Comment               |
|---|---|----------------------------------|
| GRI 303: Water and effluents 2018                   | 303-4 Water discharge   | 23                               |
| GRI 303: Water and effluents 2018                   | 303-5 Water consumption   | 23                               |
| GRI 304: Biodiversity 2016                          | 304-1 Operational sites owned, leased or managed located within protected areas or areas of high biodiversity value outside protected areas | They do not identify themselves. |
| GRI 304: Biodiversity 2016                          | 304-2 Significant impacts of activities, products and services on biodiversity  | Not identify                     |
| GRI 304: Biodiversity 2016                          | 304-3 Protected or restored habitats  | 19-20                            |
| GRI 305: Emissions 2016                             | 305-1 Direct GHG emissions (Scope 1)  | 19-20                            |
| GRI 305: Emissions 2016                             | 305-2 Indirect GHG emissions associated with energy (Scope 2)   | 19-20                            |
| GRI 305: Emissions 2016                             | 305-5 Reduction of GHG emissions  | 19                               |
| GRI 306: Waste 2020                                 | 306-2 Management of significant impacts related to waste  | 22                               |
| GRI 306: Waste 2020                                 | 306-3 Waste generated   | 22                               |
| GRI 308: Environmental Assessment of Suppliers 2016 | 308-1 New suppliers that have passed selection filters according to environmental criteria  | 28                               |
| GRI 401: Employment 2016                            | 401-1 Hiring new employees and staff turnover   | 37                               |
| GRI 402: Employee-Company Relations 2016            | 402-1 Minimum notice periods for operational changes  | 43                               |
| GRI 403: Health and Safety at Work 2018             | 403-1 Occupational Health and Safety Management System  | 43                               |
| GRI 403: Health and Safety at Work 2018             | 403-2 Hazard Identification, Risk Assessment, and Incident Investigation  | 43                               |

| GRI Standard                                    | Content  | Location / Comment       |
|---|--|--------------------------|
| GRI 403: Health and Safety at Work 2018         | 403-3 Occupational health services   | 42-43                    |
| GRI 403: Health and Safety at Work 2018         | 403-4 Worker participation, consultation and communication on health and safety at work                                | 40;42-43                 |
| GRI 403: Health and Safety at Work 2018         | 403-5 Training of workers on health and safety at work   | 40;42-43                 |
| GRI 403: Health and Safety at Work 2018         | 403-6 Promotion of workers' health   | 40;42-43                 |
| GRI 403: Health and Safety at Work 2018         | 403-7 Prevention and mitigation of impacts on health and safety at work directly linked through business relationships | 43                       |
| GRI 403: Health and Safety at Work 2018         | 403-8 Coverage of the occupational health and safety management system   | 42-43                    |
| GRI 403: Health and Safety at Work 2018         | 403-9 Workplace Injuries   | 43                       |
| GRI 403: Health and Safety at Work 2018         | 403-10 Occupational illnesses and diseases   | 43                       |
| GRI 404: Training and education 2016            | 404-1 Average training hours per year per employee   | 40                       |
| GRI 404: Training and education 2016            | 404-2 Programs to develop employee skills and transition assistance programs   | 39; 40                   |
| GRI 404: Training and education 2016            | 404-3 Percentage of employees who receive periodic evaluations of their performance and career development             | 39                       |
| GRI 405: Diversity and Equal Opportunities 2016 | 405-1 Diversity of governing bodies and employees  | 41-42                    |
| GRI 406: Non-discrimination 2016                | 406-1 Cases of discrimination and corrective actions taken   | 43                       |
| GRI 408: Child Labour 2016                      | 408-1 Operations and suppliers with significant risk of child labor cases  | 43                       |
| GRI 409: Forced or Compulsory Labor 2016        | 409-1 Operations and suppliers with significant risk of forced or compulsory labor                                     | They are not registered. |

| GRI Standard                                 | Content   | Location / Comment       |
|--|---|--------------------------|
| GRI 411: Rights of Indigenous Peoples 2016   | 411-1 Cases of violations of the rights of indigenous peoples                                 | They are not registered. |
| GRI 414: Social Assessment of Suppliers 2016 | 414-1 New suppliers that have passed selection filters according to social criteria           | 28                       |
| GRI 418: Customer Privacy 2016               | 418-1 Substantiated Claims Regarding Violations of Customer Privacy and Loss of Customer Data | They are not registered. |



