

Global Trends for Business

ATENTO



Dear reader,

We are on the verge of the greatest transformation in history!

Business models capable of developing the ability to anticipate the future and adapt to change will be the ones that come out ahead. The World Economic Forum (WEF) has deemed this transformation the 4th Industrial Revolution. The power of technology and connectivity will play a decisive role in transforming companies, businesses, relationships, and the way the world works today.

We are witnessing a profound change in human behavior. We are more connected, which has a direct impact on businesses, companies, and the decisions their leaders make. We have partnered with Inova Consulting to create this report to better understand these circumstances. It gives an overview of major trends to take into consideration when leading businesses today—and in the future.

You will also learn how Atento can support your business in this time of change, and why we're the ideal partner for delivering a flawless customer experience together with optimal results.

We hope you enjoy it!
Warm regards,

Carlos López- Abadía
CEO

Cathrine Jooste
Chief Commercial Officer/
Regional Director US Nearshore

Concepts and Definitions



Concepts and Definitions

When talking about trends, we should establish the various terms that fall under this umbrella. A **TREND** is defined as a change or alteration in the ability to affect business dynamics and consumer behavior.

Trends can be categorized as follows:

#1 MEGATRENDS

Lasting longer than 10 years: movements and large-scale change in social, economic, political, environmental, or technological terms. They appear consistently in real life and will decisively influence the future.

#2 BEHAVIORAL TRENDS

3-5 years: change processes that result from observing consumer behavior and lead to the creation and development of new ideas in terms of business, products or services, brands, or behavior.

#3 BUSINESS TRENDS

2 years: changes in the market that result from the behavior of major players and consumers, as well as the economic, political, and social circumstances. All these factors influence the way that companies make decisions in their line of business, taking into

consideration their sector and how they're making strategic commitments to the future.

#4 EMERGING TRENDS

12 months: events that occur swiftly and at scale in a short period of time, restricting and shaping the circumstances in which businesses can act.

#4.1 SPECIFIC TRENDS

Trends that a given business needs to consider. Correctly identifying trends is fundamental to determining a business's insights (in other words, its ideas).

#5 INSIGHTS

Overarching strategies that result from trends that enable businesses to make decisions about situations, pathways, and future plans of action.

Methodology

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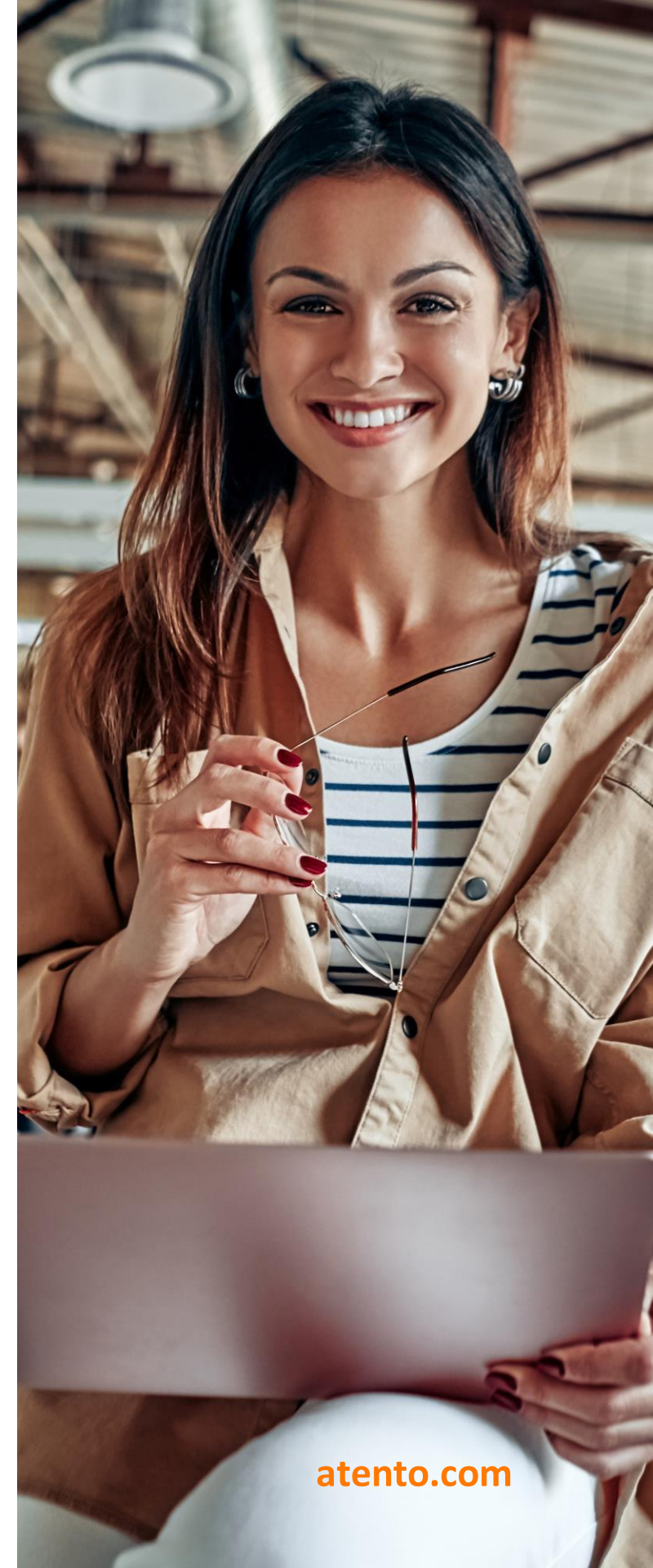
Methodology

When creating this report, we used various sources of information, collected over the course of the past three years:

- Classroom discussions with over 500 students in executive programs, in-company programs, MBA and post-MBA classes at Inova Business School. These activities included exercises on designing and envisioning the future, using forecasting and foresight tools, with a special focus on creating temporary timelines.
- The use of applied forecasting, foresight and cool hunting methodologies during Inova Consulting projects. These exercises allowed us to build trend maps across all the lines of business we service, working on over 150 projects.
- Ethnographic interviews with more than 100 C-level executives discussing the future, their motivations, beliefs, concerns, and opinions about the transformation already underway.

- Informal meetings with professors and mentors from a variety of universities around the world (as indicated by the FIA, Dom Cabral Foundation, ISVOUGA, and many others) to gather their opinions and insights about markets, consumers, and society;
- Consultation with Inova Consulting partners (including Science of the Time, Burrus Research, What's Next, Strategic Horizons, Success Matters) and other sources such as McKinsey, BCG, Accenture, Deloitte, PWC, among others that regularly publish research and opinions on the subject;
- Ongoing contributions from professors and consultants of the Inova Group (Inova Business School and Inova Consulting) who study and analyze market changes in a wide variety of areas, including leadership, management, strategy, innovation, consumer behavior, psychology, and other topics of interest to businesses.

By gathering and synthesizing all this information, we were able to create this report.



Global Trends for Business

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Global Trends for Business

Given the increasing markets' complexity, it becomes more important nowadays to develop frameworks for knowledge.

This report shows the **8 Business Trends** that are having a global impact, regardless of company size, market reach, or line of business. Obviously, the impact of each trend discussed here will depend on an individual company. But the most important takeaway is that if you do not pay proper attention to these ways of thinking to ensure success, you will be exposed to variables that leadership cannot control.

The 8 Global Trends for Business (GT4B):

- 1 **Generations** - Generational ecosystems, and their ongoing relationships with one another;
- 2 **Lifelong Learning** - A valuable differentiator that enables corporations to stay relevant;
- 3 **Innovation** - Focus on innovation as a driver of leadership;
- 4 **Bottom-Up Management** - Decentralized and collaborative management;
- 5 **Startup Mindset** - A mindset inspired by how startups are run;
- 6 **Globalization** - Strength in a truly borderless world;
- 7 **Digitalization** - A 4th Industrial Revolution at its peak;
- 8 **Sustainability** - Sustainable development at all levels.



Within each trend, there are 5 predictions to consider during strategic analysis and implementation.

Learn more on the following pages.

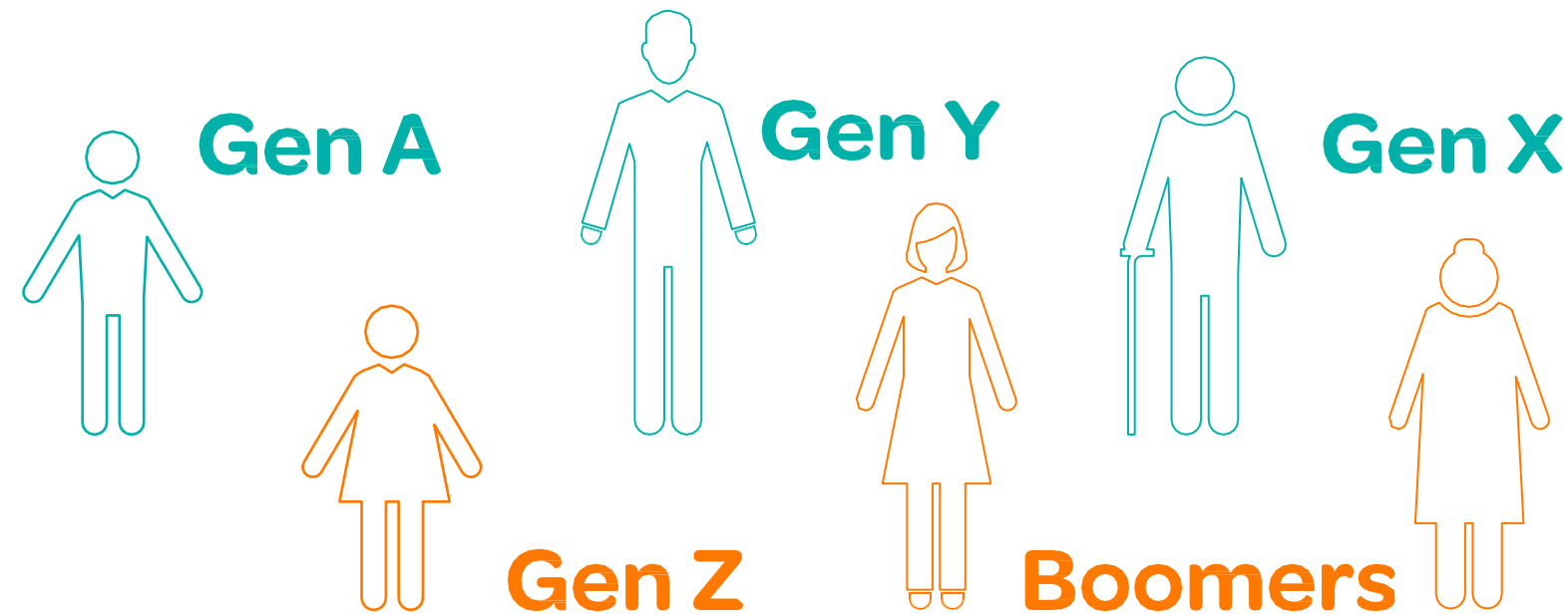
1. Generations

Generational ecosystems and their ongoing relationships with one another

Whenever we talk about "generation" in a social and human context, we find two different meanings of the word. First, generation can be defined as a human being's ability to create products, phenomena, or events of all kinds. However, the more commonly used meaning of the term in a social context has to do with **successive age groups and their characteristics**, including habits, ethics, and specific cultural norms. As a concept, it covers non-specific groups of individuals born within a similar time period (typically, ten to thirty years is an adequate period to indicate a generation) and who share cultural touchpoints, morals, and beliefs that affect their lives. In this sense, the term "generation" combines social and cultural elements with biological and physical ones. These may vary (however little) with time, adapting to the needs of their era.

What's interesting about the successive nature of generations is that there are often multiple realities and ways of seeing the world within one family group, given that children live with their parents, grandparents, great-grandparents, or even great-great-grandparents. Three generations of a family is the most common example of a multi-generational household. However, cultural and social differences between pairs of generations may not be clearly defined.

From the second half of the 20th century onward, Western societies have experienced significant cultural changes. Every ten years, a new generation arises with its own interests, perspectives, attitudes and values, which are completely opposed to those of the preceding generation, and which follow the historical arc.



1. Generations

Generational ecosystems and their ongoing relationships with one another

Management predictions around Generations:

Intergenerationality: With increased life expectancies come more situations in which different generations coexist on the same team. It's increasingly common to see departments at Atento with people from different generations. This brings the challenge of managing the expectations, opinions, energy levels, goals, etc. of multiple groups with differing visions and behaviors;

Digital Immigrants vs. Digital Natives:

"Digital immigrants" are those people who were born before 1990, and "digital natives" are those who were born after 1990. This draws a clear line between those who had to discover and learn the digital world and those who were born after it already existed. Most of Atento's agents are digital natives.

Openness to Ecosystems: In a globalized world where knowledge changes daily, it's critical to remain open to our own ecosystems or those of partners in order to adapt and respond at an acceptable speed.

Multitasking Teams (Nomads): With different generations and a growing sense of mobility in the world, which is becoming more nomadic, creating and managing more diverse teams is key to success. Better and more sophisticated results will arise when working with teams that have diversity in their education, their background, and their behavior.

Purpose (Conscious Capitalism): The reason why we exist, and what motivates us as professionals and as companies, grows in importance each day as we seek to create a legacy that will generate results—as opposed to a single-minded obsession with financial results. The growing "conscious capitalism" movement emphasizes the idea that companies with a purpose will have more success in the future.



Generations at Atento:

Throughout Atento, we promote diversity at all levels. When we have a safe space where people feel included and respected, regardless of their gender, race, age, or sexual orientation, it helps us deliver better results for our clients.

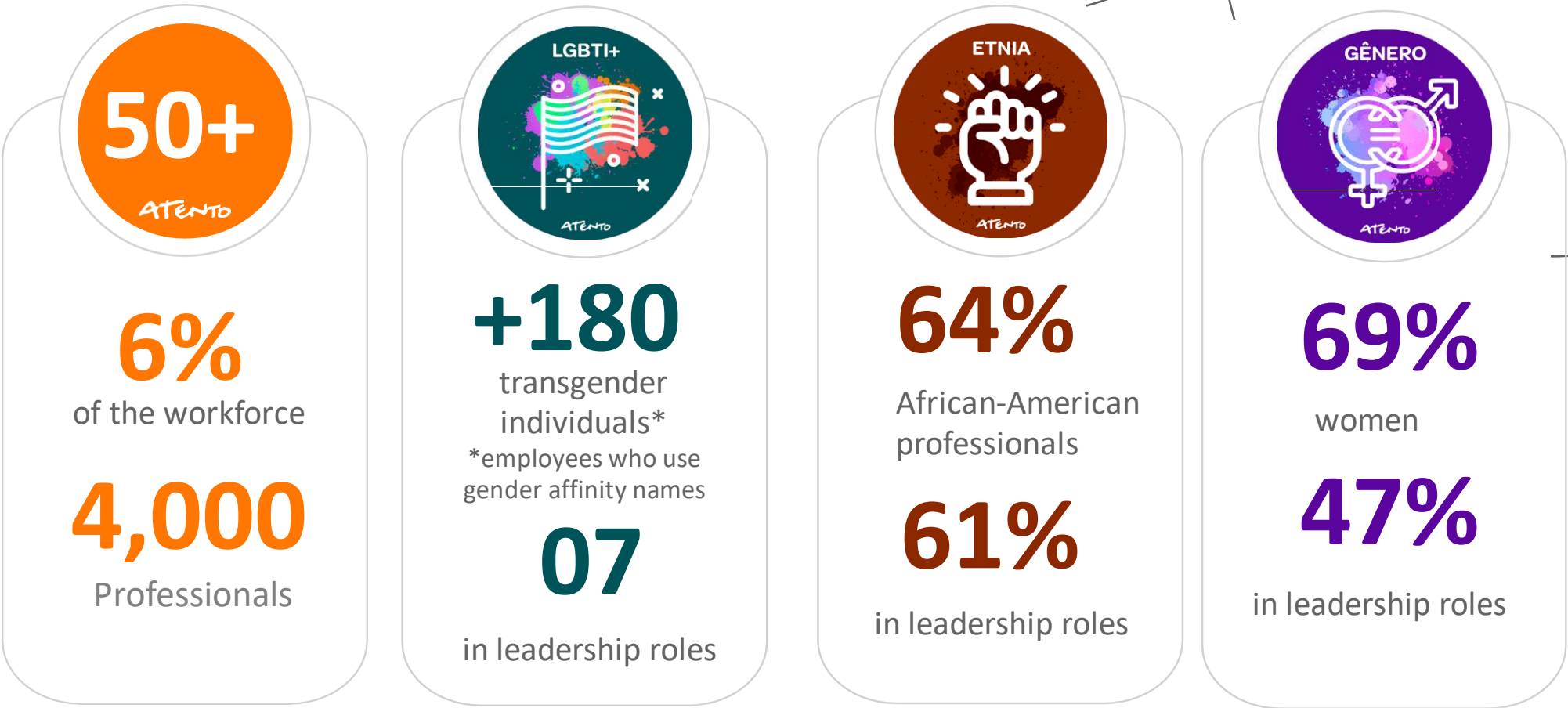


Generations at Atento:

Diversity is an active choice we make. Fostering an inclusive environment has been part of our mission since the company was founded. In our workplace, respecting and valuing diversity, translates to immense benefits for clients as well.

Through diversity, we can tap into our human potential, increase opportunities for learning and innovation, and make significant strides in our ability to adapt.

By working with different groups of people—both in terms of demographics and psychographics—each day, we can offer adaptive pathways that work for all our customers, considering languages, channels, and habits as we deliver valuable offers.



2. Lifelong Learning

A valuable differentiator that allows corporations to stay relevant

As information is produced and shared at ever-faster speeds, learning has become an ongoing process. In 2020, human knowledge is expected to double every 12 hours.

At the same time, there is a growing need for professionals with exceptional emotional and management abilities, rather than those with just technical skills. Because educational models typically focus only on technical skills, with a merely expository approach, the need for lifelong learning becomes crystal-clear.

The future of education clearly takes the form of active methodologies in which students take on a key role in the teaching process, along with support from educational technologies (edutech, for short).

Given that the world is currently operating in fast-forward mode, it is up to us as human beings to find ways to continue our learning process on a regular basis. This will allow us to develop our own learning pathways in pursuit of constant growth as humans, individuals, and professionals.

For that reason, as part of their educational initiatives, companies need to invest more time and resources in their employee training process on an ongoing basis, creating opportunities that are suited to the lifelong process of learning.



2. Lifelong Learning

A valuable differentiator that enables corporations to stay relevant

Predictions Related to Lifelong Learning:

Micro Certifications (Nanodegrees): Content that is easy to access and consume, enabling individuals to regularly refresh their skills by taking advantage of increased connectivity and universal access. This type of content enables companies to act in a timely fashion, keeping in mind the needs of the market and how they shift. Micro certifications, which do not take a long time to complete, are a powerful tool to ensure teams are prepared for the future.

Professors as Curators and Mentors: In a traditional educational environment, the teacher usually presents content. Today, teachers and business leaders have a role that focuses more on selecting the content that is most relevant to a given professional (in other words, they curate what is most relevant) and mentoring individuals through their personal journeys.



2. Lifelong Learning

A valuable differentiator that enables corporations to stay relevant

Co-creation and Collaboration: These are the words on everyone's lips right now. There's no such thing as a superhero working alone. But there are heroes who work together, sharing knowledge and ideas so that they can collaborate on solutions suited to the world they live in. Training that prepares people for collaboration will help surmount future obstacles.

Tech Education (EduTech): Technological solutions that make education accessible and ongoing continue to multiply. Known as learning management systems, or LMS for short, they offer remote and virtual access to a wide range of educational opportunities. Whether free or paid platforms, they are powerful tools in democratizing access to education and sharing knowledge.

Corporate Universities: As traditional universities struggle to adapt to new models for change, there is an opening for corporate universities, which can shoulder the responsibility of training and developing future professionals.



Lifelong Learning at Atento:

At Atento, we cultivate and promote continuing education within our workplace. This contributes to our employees' personal and professional growth, which in turn guarantees we get the best possible results for our clients.





Lifelong Learning at Atento:

By encouraging our employees' personal and professional development, we make sure they're prepared for new challenges related to digital transformation and we help them become CX champions.

We deliver training in both hard and soft skills, using innovative methods that aim to make educational programs appealing, with a focus on storytelling, gamification, augmented reality and applied neuroscience. We also offer mentoring and coaching programs for our employees so that they can perform at their highest level.

We firmly believe that everyone is a leader, regardless of their job title, and so we encourage them to make decisions independently and identify ways that we can continuously improve operations. Who benefits? Our clients, of course.



3. Innovation

Focus on innovation as a driver of leadership

Over the last decade, innovation has become a key factor in companies' survival. Innovation doesn't mean an inexhaustible budget or technology. Innovation means putting new ideas in action. Simply put, it is **the capacity that companies and their employees have for understanding their environment, anticipating change, and moving proactively to create a new reality**. In doing so, they guarantee their survival, longevity, and success.

But the ability to innovate isn't limited to one-off or isolated initiatives. In fact, companies are far less likely to have the success they need when they merely adopt trends that have been labeled "innovative," such as labs, hackathons, or other creativity-based events. More than technology or products, innovation is a business discipline with the ability to transform its environment and business more broadly. It doesn't belong to one department or one person. It is the responsibility of everyone within the organization, regardless of their role in the hierarchy, their seniority, or their influence in the company. Building, strengthening, and promoting a culture of innovation is what will differentiate the companies that will survive from those that will exist only in history books.



3. Innovation

Focus on innovation as a driver of leadership

Management predictions related to Innovation:

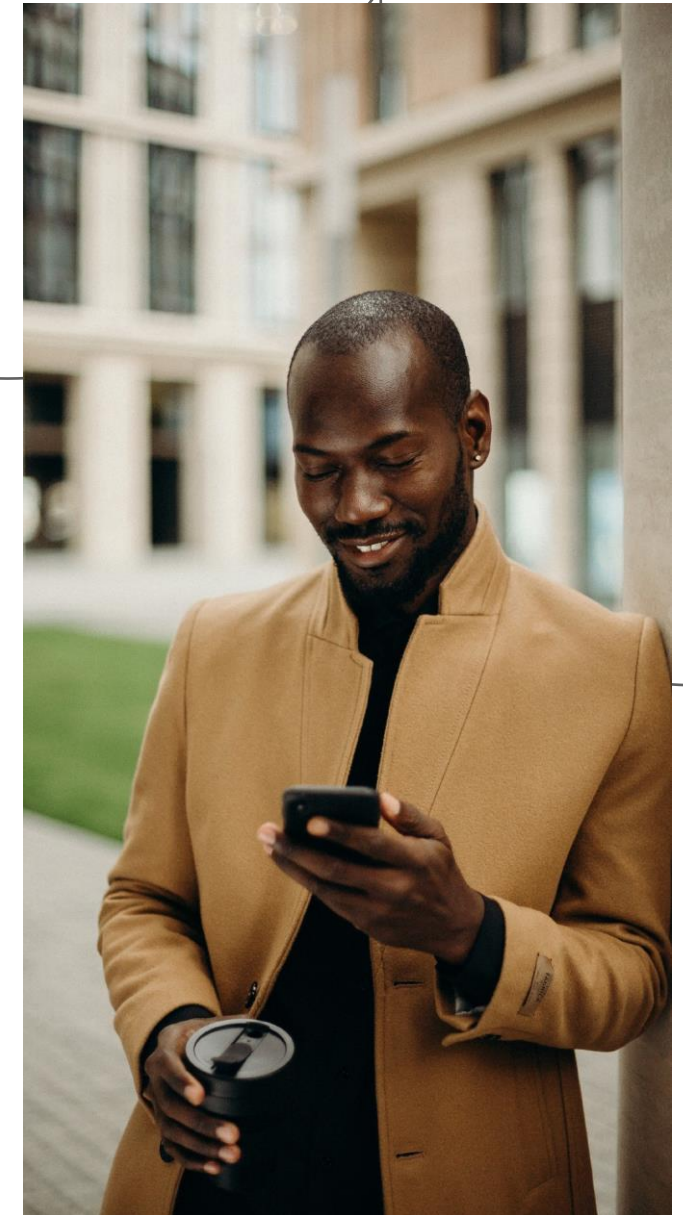
Innovation Culture: A new management strategy that assumes that it is critical for all employees within a company to participate in a culture that is driven by—and focused on—innovation. This will regularly produce ideas that can help the company continue to evolve based on its environment.

Disruptive Innovation: The need to look closely at long-term opportunities has driven the search for more disruptive approaches, in which the solutions offered are aligned with client needs, in hopes of developing alternatives to existing ways of doing business. While this is not the only way to innovate (there is also one-off incremental innovation and ongoing incremental innovation), this method can bring the most value and results to companies.

Innovation Framework: An innovation process is the means by which ideas become solutions (products, services, processes, etc.). It considers the relationship between strategy and innovation, future circumstances, and the company's abilities and resources for implementing and maintaining a process for generating, assessing, implementing, and following up on ideas.

Scenario Mapping: Using forward-looking tools and foresight, scenario mapping takes on increased importance when it comes to making decisions in the present day, as that is the means by which we can identify opportunities and/or eliminate prospective threats. This is an ongoing practice that enables the company to remain one step ahead.

Trends Innovation Mentality Year after year, the most successful initiatives are the ones that look outward to identify scenarios and trends, and then use that knowledge on an inward-looking basis to develop strategies aligned with what the market demands. More than just a method, it's a mentality: innovation as seen through the lens of trends.



Innovation at Atento:

Innovation is at the core of Atento's strategy, and it is present in everything we do, whether it's delighting our clients or improving our employees' work day—after all, they make our company what it is.

Atento's systems are focused on consistently delivering

Innovation at Atento:

Atento's systems are focused on consistently delivering innovation when it comes to the solutions and services they offer. Our clients benefit from a robust platform, with strategic areas such as Customer Experience Consulting (CX), Innovation Lab, Data Science, LUI, and the Innovation Hub, which gives them access to non-stop innovation capabilities.

For example, in 2020, Atento was the first company in its sector globally to become ISO 56002-certified in innovation management, and it will be re-certified this year.

We also developed solutions in partnership with universities such as PUC and USP. Let's look at some of our other initiatives related to innovation:

Innovation Hub initiatives at Atento, which aim to leverage customer experience as well as their results.

Atento also created its own startup accelerator, **Atento Next**, a disruptive process within the company for developing new solutions within existing systems. The goal was to address different issues and bring an innovative perspective to our clients, from the point of view of companies that have been digital since day one.



Open Innovation: Participating in the innovation ecosystem and in challenges for startups, to encourage open innovation.



Open Innovation (Internal): Implementation of an internal platform for managing insights, as well as creation of an area focused on implementing the concept of Business Agility, dozens of prototypes created for business process innovation, as well as POCs for potential products. All achieved through the Lean methodology.



Customer-Centric: Implemented within the area of Customer Experience Consulting, enabling innovation in the way we work with our clients. It includes Language User Interface (LUI), enabling Dialog Design for intelligent voice response systems, chatbots, and virtual assistants.

4. Bottom-Up Management

In a world undergoing immense change, management needs to be increasingly decentralized while empowering those in the outer circles—in other words, those on the front lines. Upper management's role is to give each employee the motivation, training, and tools they need, so that they can contribute to their role. Employees should feel encouraged to provide up-to-date information and concrete suggestions, so the company can respond in a timely fashion to demands and opportunities that have been mapped.

Managers of the future must take on the role of mentors and partners to those they manage, while empowering them to suggest, decide, and implement agile solutions that respond to the needs of the market—before competitors do.

Those who are in the field and on the front lines every day are the ones who best understand the situation. **By empowering each one of these employees with accountability for their own work**, we strengthen the business network and reinforce the consistency of the business. We also send a clear message that rigid, hierarchical businesses are a thing of the past. Companies of the present and the future have a culture that embraces empowerment and therefore retains talent, does a better job at serving clients, and delivers better results.

Decentralized and collaborative management



4. Bottom-Up Management

Decentralized and collaborative management

Management predictions linked to Bottom-Up Management:

Team Empowerment: Empower employees at all levels of the hierarchy regarding analysis, decision-making, and implementation. This will accelerate a company's response, ensuring it operates at the speed demanded by today's market.

Transversal Ideation: Ideation, or the art of creativity in business, is a skill that we all potentially have. Ensuring that each employee feels like they matter and that they regularly engage in the process of producing ideas will develop a tradition that will be difficult for the competition to copy.

Collaboration and "Oxygenation" When working as a team, collaborative networks are strengthened when everyone is aligned in terms of goals. That way, they can remain updated ("oxygenated") on how the markets are shifting and changing. Whether formal or informal, continuous learning (including technical, behavioral, and management content) is critical for companies that want high-performance teams.

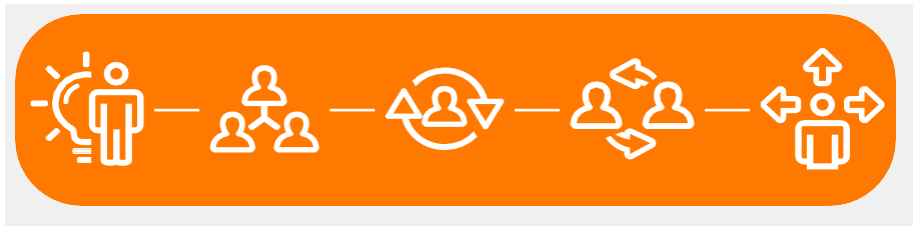


4. Bottom-Up Management

Decentralized and collaborative management

Mentoring and Reverse Mentoring Much has been said about the importance of coaching or mentoring. But reverse mentoring (being mentored by someone younger) is a challenge when it comes to management and resilience, as well as learning. It makes us stronger as managers when we discover the opinions and goals of people from different generations. This leads to a richness of opinions, ideas, knowledge, and attitudes.

Horizontal Organization: The business of the future will likely have 4-5 levels within its organizational structure and chart, so that it can be faster, more fluid, and more agile when responding to the market.



Bottom-Up Management at Atento:

Atento employees are encouraged to think innovatively and share their ideas constantly. And all our clients benefit from an environment focused on constantly improving customer experience and identifying ways to be more efficient.



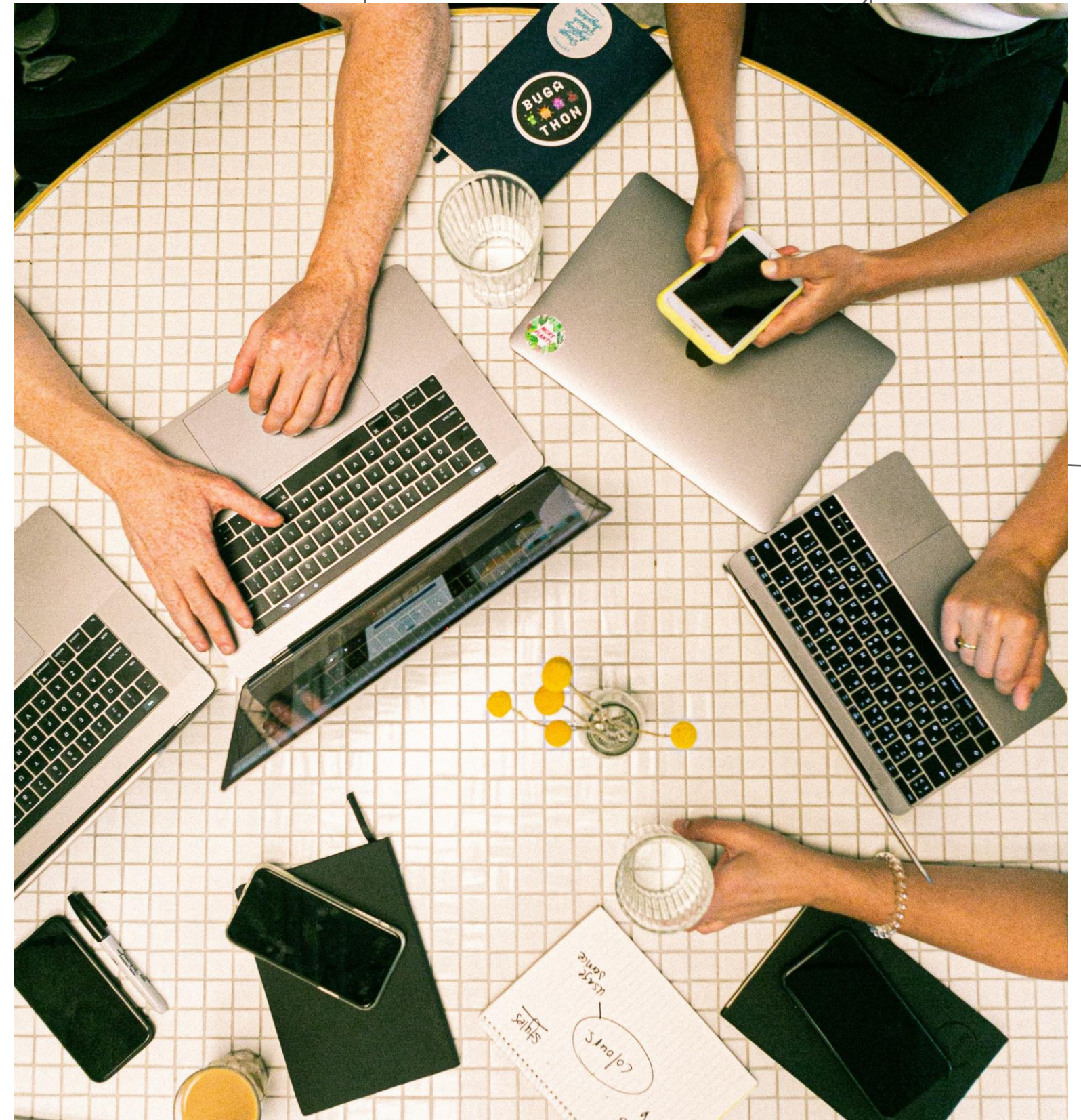
Bottom-Up Management at Atento:

Our operational management model aims to **empower teams so that clients have access to the best practices on the market in a way that is agile and efficient, and that has a positive effect on their business.**

We rely on cross-disciplinary teams that draw on specialists in each area, as well as the concept of **Business Agility**. This way of working makes it possible to perform more effective assessments of mistakes and successes, creating mechanisms for prevention and learning.

Here, we understand people make mistakes, and we make it a habit to recognize employees who innovate, which increases the willingness to constantly create.

This mission—shared globally and applied locally—enables well-recognized, innovative solutions and practices to contribute to the overall execution of the company's strategy. And all our clients reap the rewards of an environment focused on constantly improving the customer experience and Enhancing efficiency.



5. Startup Mindset

A mindset inspired by startup behavior

One of the biggest advantages startups have, is their **increased ability to adapt, test, modify, or abandon projects and ideas** when they no longer fulfill the defined objective.

When we talk about adopting a **startup mindset, we're referring to adopting the practices, policies and processes that, thanks to their flexibility, enable organizations to course-correct without putting the whole company at risk at a delicate moment.** This mindset can also drive more powerful results, thanks to the resiliency that arises from making changes along the way.

Often, a slow decision-making process, bureaucracy, and the rigid way in which management acts can impede the time to market (t2m). This allows other companies (including startups) to win a chunk of the market and take the lead in segments that were previously dominated by traditional corporations.

People, processes, projects, decisions and departments all adhere to the idea of "failing fast" which gives them increased flexibility. Likewise, they work as a team regularly and remain agile. These are the pillars of a culture and a mentality that is focused on the future.



5. Startup Mindset

A mindset inspired by startup behavior

Management predictions related to Startup Mindset:

MVP Culture: Minimum viable product, or MVP, is the ability to assemble beta projects that can be tested, patched, and developed within a short period of time, without monopolizing resources and time for something that may or may not succeed. MVP culture encourages launching before a product is absolutely perfect.

Agile Methodologies: These represent a credible alternative to traditional project management. Originally created by software developers, today they can be applied to any type of project. Agile methodologies have helped many teams face the unpredictable nature of a project, using incremental deliveries and sprints. They are an alternative to traditional methods—also referred to as "heavy" or "classic" methods. This approach to project management incentivizes frequent checks and adaptation.



Flexible Strategies and Resiliency: Project planning and management tools, along with traditional approaches, are disappearing. What was once a three- to five-year planning period has given way to something that can be changed. Flexible, adaptable strategic planning will increase companies' ability to adapt to changes in the markets and react swiftly to transformations led by others, whether they are new arrivals on the scene or existing competitors.

Cross-Functional Teams: Instead of homogeneous teams, this approach substitutes them for multidisciplinary teams that focus on specific projects and that have all the resources they need to work on the project at hand.

Client-centric: Getting to know clients, understanding how their day unfolds, identifying what they need, and finding the job that we've been hired to do (jobs to be done). This is the way to make a difference when managing portfolios, communication strategies, and future relationships.

Startup Mindset at Atento:

At Atento, clients benefit from the stability of a multinational leader in its sector, as well as the power to innovate. Through a startup culture, we encourage the use of agile methodologies, multidisciplinary teams, and a client-centric focus.



Startup Mindset at Atento:

Atento clients receive the best of both worlds: the stability of a market-leading company and the agile methodologies and potential for innovation usually found in startups.

Using our own resources, as well as strategic partnerships, we've created a collaborative, open environment where we can exchange knowledge and nurture new ideas.

This environment enables us to create projects and solutions tailored to our market. We continue to advance, and our hub currently has several initiatives, with solutions focused on growth and change. For example, there's Atento Ideas, a gamified platform open to employees, where they can document and manage ideas. There's also Atento Next, a startup accelerator with more than 300 candidates enrolled in its initial phase.

We connect companies that are well-known in their sector with technology startups so that they can find opportunities for business and partnership, allowing projects to be completed more swiftly and in a structured way—all with the guidance and help of our specialists.



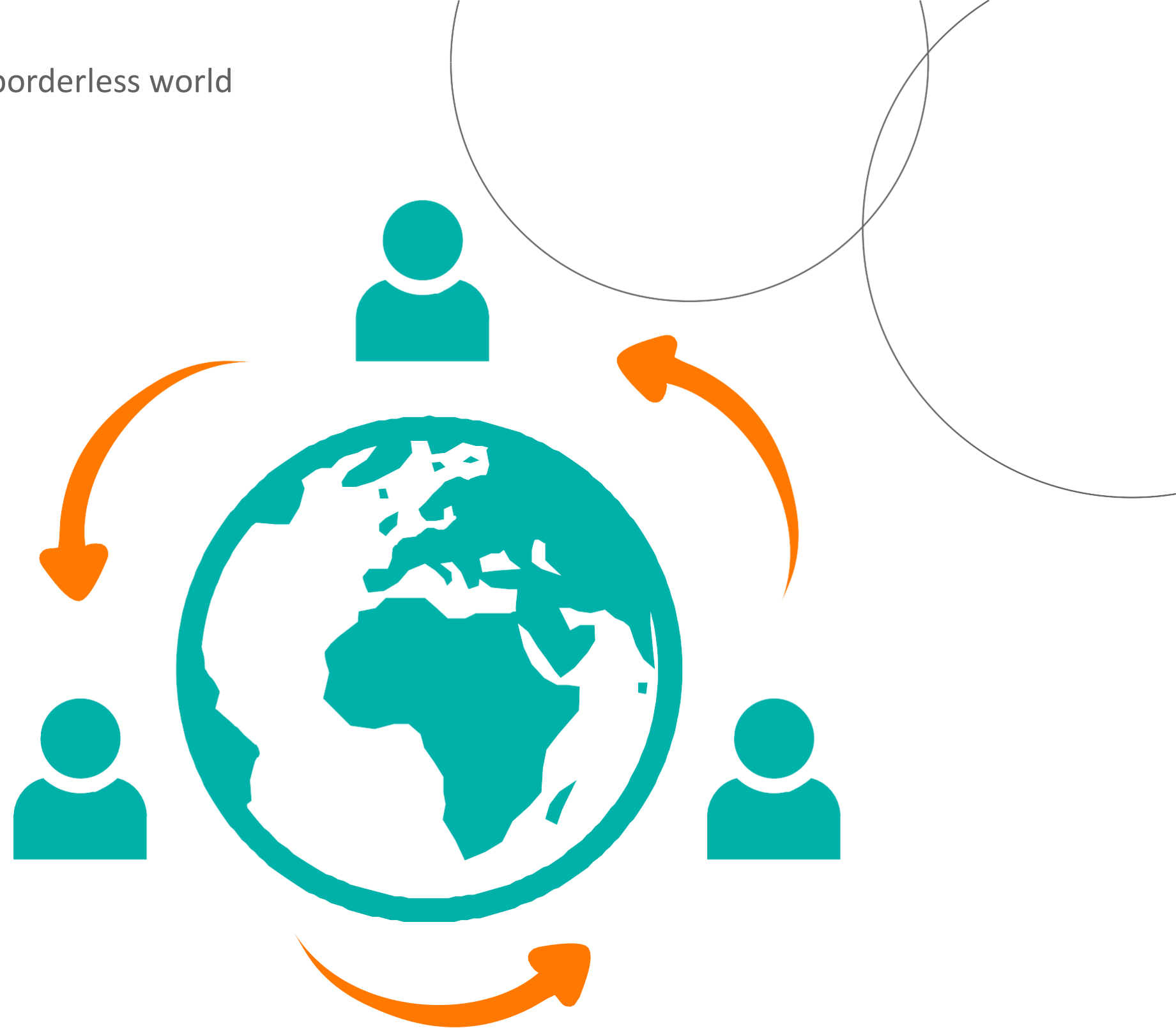
6. Globalization

Strength in a truly borderless world

Globalization is **the process of bridging the gap between societies and nations** in the economic, social, cultural, or political sphere. However, we want to highlight the integration of existing markets between countries.

Globalization has allowed for **greater connection between different areas of the planet**, enabling them to share their common characteristics. That's where the concept of the Global Village comes from—the idea that we live in a globalized world where everything is interconnected.

The dissolution of borders created a capitalist boom that enabled financial transactions and business expansions previously restricted to the domestic market, extending them to distant and emerging markets. Today, English is the language that has been adopted in many countries as a means of ensuring communication, especially on the Internet.



6. Globalization

Types of Globalization:

Globalization is the juncture of certain aspects that unite civilizations from around the world. The main factors in the development of Globalization are **economy, culture, and information.**



Economic globalization: The rise of economic blocs, or countries that have joined together to encourage trade relationships—for example, the Southern Common Market or the European Union—stems from this economic phenomenon. Globalization's impact on the labor market, international trade, freedom of movement, and overall quality of life vary in intensity based on how developed a given country is. Economic globalization increased the most in the mid-20th century, during what was known as the 3rd Industrial Revolution (or the "Digital Revolution").

Cultural Globalization: The process by which the nations of the world have grown closer, leading to an exchange of traditional customs, cultures, and norms. In turn, these have gone through a process of acculturation, where elements from a variety of cultures are blended, creating a sort of "cultural melting pot." Values and symbols that belonged originally to the culture of a given region or nation begin to appear all around the world, and vice-versa. Consequently, there is an increased need for discussion about tolerating cultural differences. New information technologies and the constant exchange of consumable goods between countries (products, films, TV shows, music, etc.) contribute to cultural globalization.



6. Globalization

Strength in a truly borderless world

Information globalization: Developments in information technology, with an emphasis on the Internet, were the main source of the rise in information globalization. With social media platforms (such as Twitter), people with Internet access could send and receive information around the globe instantly. It combines cultural globalization with the need to share information that can be received and interpreted worldwide. Another idea that arose was that of defining a globalized language—in other words, a language that could link all of us together. Today, English has been adopted in many countries as a means of ensuring communication, especially on the Internet.



6. Globalization

Strength in a truly borderless world

Management predictions linked to Globalization:

Online = Offline: No longer is there any separation between the digital world and the physical world. For the consumer, a website, a WhatsApp message, a social media page, a sales clerk, a store, an event, a phone call, or any other type of communication convey the same brand and therefore the same message. Globalizing also means integrating, standardizing, and complementing behavior across all points of contact between a brand and its audience, as well as the value chain that it belongs to.

An Aging Population: Life expectancy continues to grow year after year and is predicted to reach 120 years on average sometime in the next decade. More people to serve in the world means more market opportunities. With that comes the need to better understand clients and consumers, using logic related to behavior rather than pure demographics.

Mass Knowledge: Driven by increased connectivity, the process of producing and consuming content continues to expand, creating a new set of circumstances: the decentralization of information. This has several effects on companies, which can no longer rely on controlling information as one of their tools. Today, everything is made up of nanoparticles that are scattered around the globe.

Collective Intelligence: As knowledge becomes available to the masses, everyone contributes their view or perspective, adding to the whole. It has become easier to access information by the day. When gathered, this represents a new form of knowledge. Today, we need to consider employees, partners, suppliers, professors, clients, friends, and others that coexist with our company, understanding that each of them will be part of a solution.

A Borderless World This may be the most significant consequence of globalization: the ease with which goods, people, and knowledge travel around the world. Gaining access to information, individuals, or companies is easy today, which enables business decisions to be made at greater speed.

Our global network enables us to create innovative solutions and practices aligned with global benchmarks. That's how our experience becomes even more valuable to consumers and businesses—wherever we work.



Globalization at Atento:

With offices in 14 countries, operations in multiple languages, and a multicultural environment, Atento is the ideal partner for local companies, as well as companies that want to expand in Latin America or globally.

With operations tailored to our clients' cultures, capable of reflecting their values and their strategies, we can provide the best experience to support their growth.

Our network and diversity enable us to continually detect trends in global consumer behavior. This allows us to anticipate our clients' concerns and needs, in order to define right-fit solutions.

Atento empowers clients to always identify the best solution for their businesses, providing valuable insights into the entirety of an end-client's day. This combination of insights and solutions is the key to develop consistent and enduring relationships.



7. Digitalization

The 4th industrial revolution at its peak

Digitalization is the process by which an analog image or signal is transformed into digital code. It includes the process of converting audio signals and moving images (videos) into digital code.

This process is also done using X-rays, and trends show that the number of documents being digitalized is growing, and that there are companies specialized in the digitalization process. Companies are developing specialized software for this task.

Multi-page documents are typically converted into .tif and .pdf files, since most multi-function printers and copiers have a scanner function.

Currently, everything is heading **toward digitalization, which means focusing on the digital, reducing use of physical resources, and improving performance** and response speed when it comes to the market.

Also known as "Digital Transformation," digitalization is a new strategic approach for companies in a globalized, highly connected world. Companies that do not adopt a digital mindset will have significant difficulties surviving in the coming years.



7. Digitalization

The 4th industrial revolution at its peak

Management predictions related to Digitalization:

Digital Transformation and Data: In this new approach, IT teams play a key role in developing the strategy, structure, culture, and processes within a business, using the reach and the power of connectivity, the Internet, and technology. Through new investments in technology and business models, we hope to see increased engagement from digital clients at all points of contact, throughout the life cycle of their experience.

Human vs. Digital: People and machines coexist in the business world—but we are complementing one another, not replacing one another. For companies to get the most out of each, they need to let computers do what humans created, designed, and, eventually, what they supervised. They are two sides of the same coin, and it is vital to understand the role each one plays within a business.

Mobile Businesses: In our screen-focused age, everything is available at your fingertips on a smartphone, tablet, or laptop. Ensuring businesses can respond through mobile devices will be the difference between their survival or failure.

Omnichannel & Touchpoints: Brands have multiple touchpoints with their consumers, and they are becoming more integrated. They need to respond coherently as one to the needs of the market.

Disintermediation: The reduced use of physical resources as well as increased connectivity will make value chains more agile, with fewer bottlenecks along the way. The more streamlined the value chain, the greater the gains in speed and sustainability.



Digitalization at Atento:

We deliver memorable experiences to our end clients, with a full spectrum of digital channels alongside traditional ones, providing a singular and seamless experience for both B2B and B2C clients.



Digitalization at Atento:

Consumers increasingly prefer to handle problems on their own, in their own time and through the channel they prefer. That's why Atento's clients can rely on the entire company's expertise to develop and nurture relationships through digital channels.

Leveraging technologies like Artificial Intelligence, data science, automation, machine learning, and chatbots, among others, we're able to provide customers with personalized and dynamic experiences. Combining these tools with a human touch allows us to address complex topics that require empathy to resolve. We understand that omnichannel integration is becoming key for brands as they build relationships with clients. Companies that don't update their customer service systems will no longer be the

preferred brand compared to the competition, as experience is quickly becoming the number-one competitive advantage.

Our Data Science, Technology, Solutions, and Customer Experience Consulting (journey mapping and journey planning) teams, among others, are available to ensure our clients benefit as much as possible from implementing our Next Generation Services, such as High Value Voice, Automated Back Office, and Integrated Multichannel. This will also enable them to develop the best relationship strategies.

In Brazil, we work with Interfile, a leader in BPO services and solutions. They complement our services with technologies such as RPA, OCR, ICR, BRICS, and facial recognition, among others.



8. Sustainability

Sustainable development across the board

Sustainability is the **ability to sustain or preserve a process or system**. "Sustainable" comes from the Latin *sustentare* and means to sustain, support, preserve, and care for. Among other things, the idea of sustainability relates to reducing the impact that humans have on the environment. It can be applied to a single community or to the whole planet. Sustainability can be achieved through sustainable development, which is defined as "meeting the needs of the present without compromising the ability of future generations to meet their needs."

Sustainable development aims to preserve the planet while taking care of people's needs. In other words, a natural resource that is used sustainably will last forever, so that it can also be used by future generations.

It's a byword for commercial and political initiatives that are influencing changes in behavior and action in a variety of areas. We see brands focused on using recycled or recyclable materials or looking to improve a product's sustainability. Companies are concerned about building sustainable buildings, and environmental preservation has become a key component of their mission and values.

Government policies, which increasingly offer incentives for sustainability efforts and actions that protect the environment, as well as encouragement and enforcement related to reducing waste, will occupy more and more space on the global agenda.



8. Sustainability

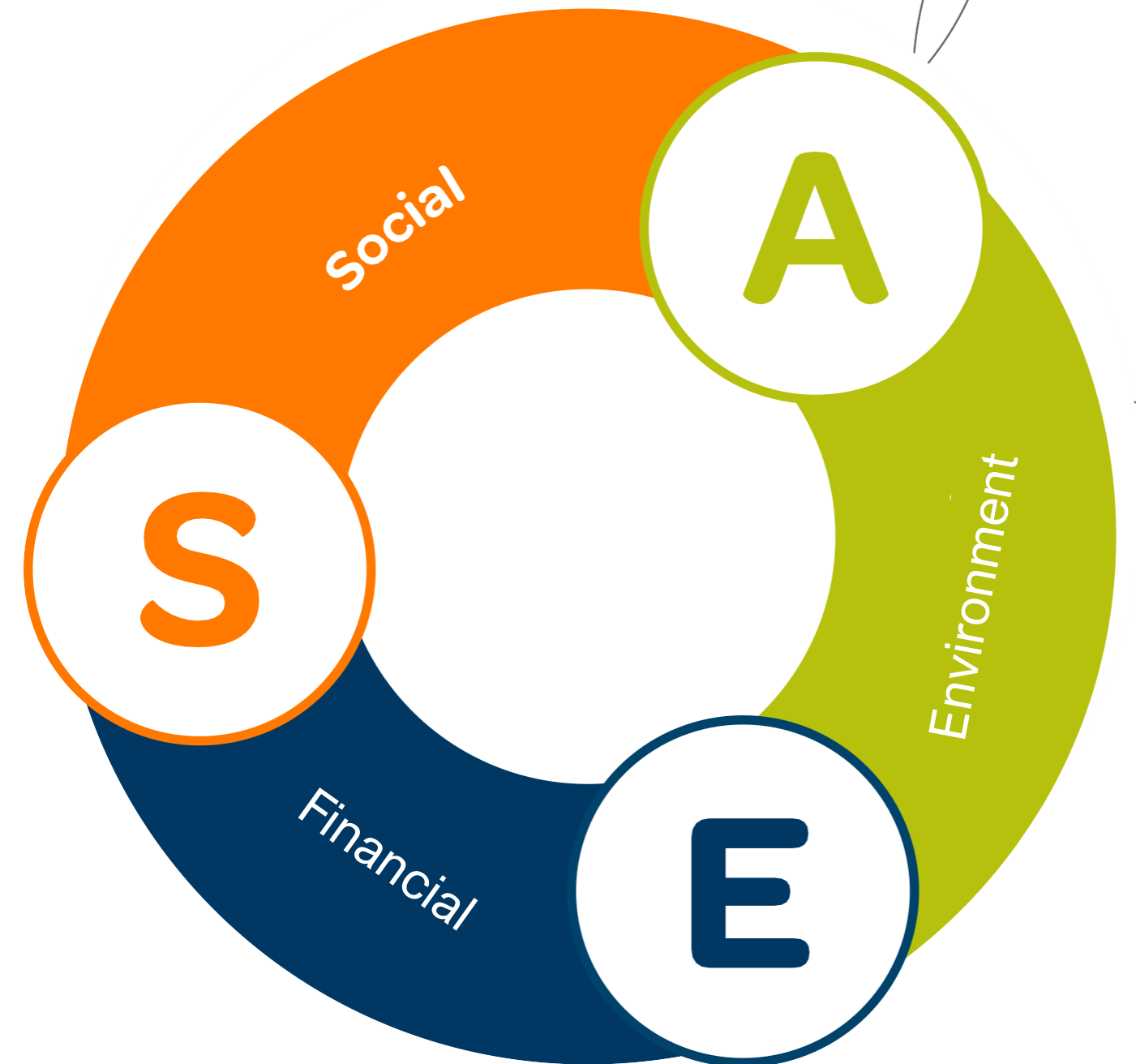
Sustainable development across the board

The so-called sustainability tripod has three components: **social, environmental, and economic**. These three factors need to be included for sustainability to occur.

Social: Involves people and the way they live, including education, health, violence, leisure time, and other areas.

Environmental: Refers to the planet's natural resources and how they are used by societies, communities, and companies.

Economic: Related to the production, distribution, and consumption of goods and services. The economy needs to consider social and environmental issues.



8. Sustainability

Sustainable development across the board

Types of sustainability:

Environmental Sustainability: Conserving and maintaining the environment. It's important to note that environmental sustainability can only be effective when people live in harmony with the environment, so that their quality of life improves. The goal of environmental sustainability is that the needs of future generations are not compromised while we satisfy the needs of the current generation.

Social Sustainability: The idea that individuals are equal, based on the well-being of those who inhabit planet Earth. To achieve social sustainability, the population must participate, with the goal of strengthening social development as well as access to education, culture, and health.

Business Sustainability: Many social responsibility strategies adopted by businesses today are guided by sustainability. Sustainable products and behavior from businesses have received attention, and consumers also enjoy them. People are increasingly aware of the ecological and social impact of their choices. In this case, companies must take responsibility for their environmental and social values and should be focused on preserving the environment and improving people's quality of life.

Economic Sustainability: Based on a sustainable management model. It implies appropriate stewardship of natural resources, allowing for economic growth, social development, and decreased income inequality. In short, it is related to production capacity as well as the distribution and use of the wealth created by humans, aiming for a fair distribution of wealth.



8. Sustainability

Management predictions related to sustainability:

Circular Economy: A concept focused on reducing, reusing, recovering, and recycling materials and energy. It arises when we minimize resource extraction, maximize reuse, increase efficiency, and develop new business models.

Alternative Energies: As criticism of fossil fuels grows alongside investment in resources such as solar and wind energies, biomass, etc., "alternative energies" will be increasingly used, as they are as efficient as traditional energy sources while also being cheaper and cleaner.

Resource Scarcity: Due to population growth, demands on global production, and the challenges inherent in replacing what is extracted from the planet, resource scarcity of all kinds is increasing. This is a signal that we need to engage in sustainable practices at all levels of society.

Green Mindset: An attitude that comes from increased concern about correctly producing, storing, and disposing of resources at all points of the value chain.

Sharing Economy: Traditional models for exchanging goods and services are being superseded by the phenomenon known as interconnectivity. A new era is arising, and it's a "cooperative era," as seen in rapidly growing movements that depend on cooperation and sharing. A sharing economy is the practice of dividing the use or purchase of services, primarily facilitated by apps that enable greater interaction between people.

Sustainability at Atento:

We have made a significant commitment to society, and we are developing a series of initiatives that will make a difference in the areas where we do business. Our clients can rely on a partner that is aligned with ESG best practices.



Sustainability at Atento:

Our global presence and impact on sustainability is always at the top of our agenda. That's why we have developed and implemented programs on the subject, and we are always working to engage our employees and raise their awareness.

We want our clients to have a partner that operates in alignment with ESG best practices. A few initiatives we want to highlight:

- ♻️ Efficient energy consumption in all our offices, with 50% of the energy we acquire on the open market coming from renewable resources.
- ♻️ A global commitment to the international organization Carbon Disclosure Program (CDP), which requires an assessment of greenhouse gases as determined through the "GHG Protocol."
- ♻️ Recycling or appropriately disposing of 100% of our digital and physical waste;
- ♻️ Planting approximately 8,000 trees that we donated since 2015;
- ♻️ Initiatives to raise awareness among employees in all areas of Atento, focusing on conscious consumption, appropriate waste disposal, and ecological issues, among others.



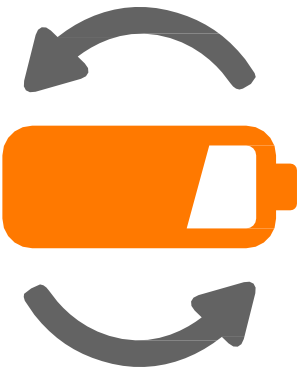
50% of the energy we acquire on the open market comes from renewable sources



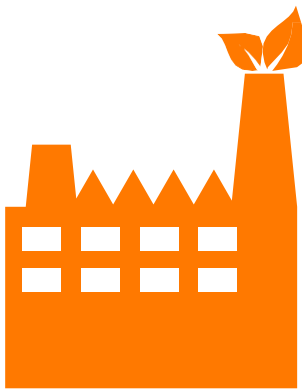
135 tons of recycled material (annual average)



8,000 Tree planting donated since 2015



1 ton of recycled batteries



Carbon Disclosure Program (CDP)
Monitoring CO₂ emissions and the global commitment to carbon neutrality by 2030

How are these
global trends
displayed at Atento?

ATENTO



As a company always focused on the present and the future, Atento always considers the impact that any change might have on its operations when making strategic or management decisions.

Some of the most important topics and insights we're focused on are:

- 1 Innovation as part of our DNA and our culture.
- 2 Diversity and inclusion as a policy visible to our audience and one of our priorities as we try to build the best possible team.
- 3 Attention to changing consumer trends, and agility to adapt to their needs or those of the market.
- 4 Better results for our clients and the best experience for their end customers.
- 5 Solutions that cover the entire life cycle of a relationship, supported by advanced technology, consulting, and a new generation of services.
- 6 Staying up to date, as a key requirement in our quest for excellence
- 7 Ability to adapt to the ever-changing business landscape.



About Atento

Atento is on the top 5 CRM/BPO providers in the World



150k employees worldwide, +80k working from Atento@home.



≈**100** customer relationships **centers** worldwide.



92k workstations worldwide.



+400 leading multinationals clients from telecommunications, banking and financial services, health services, consumer goods, public administrations.



#1 Latin America CRM/BPO service provider with a 15.2% market share



Atento is the only company in the industry in the **World's 25 Best Multinational Workplaces 2019** ranking.



18 consecutive years as a One of the **Best Company to Work** in Latin America.



The world's first company in the industry to achieve the ISO 56002 innovation management certification.



One of the most innovative companies in the service sector.

ATENTO



Operations in 14 countries



Recognitions

Gartner

Everest Group®

ISG®
imagine your future®

FROST & SULLIVAN

HFS

About Inova Consulting

Inova Consulting is a global company based in Brazil with branches in Europe and the USA. They provide consulting and training on the future, trends, and innovation. With a presence on 3 continents, clients and partners around the globe, they have set the bar when it comes to the concept of management.

TrendsInnovation | Future | Trends | Innovation

Inova Consulting works in three specific areas:

01 | Research

- Change drivers
- Forecasting studies
- Scenario mapping
- Trend studies
- Business foresight
- Trend tracking
- Cool hunting

02 | Consulting

- Innovation management
- Trend innovation
- Innovation culture
- Disruptive innovation
- Open innovation
- Strategic planning
- Digital transformation
- Corporate universities

03 | Education

- Executive MBA in TrendsInnovation
- Post-MBA in TrendsInnovation
- Graduate degree in NeuroMarketing
- TrendsInnovation Advisors Program
- Executive Master's Programs
- In-Company Talks and Seminars
- Advisor & Mentoring Programs
- ead (LMS)



For more information, visit our sites:
www.inovaconsulting.com.br
www.inovabs.com.br

Or send us a message:
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