

Impactiva Statement of Values (*)

(*) Many of the values listed have been derived from The Mission Statement Book, Jeffrey Abrahams, 1995.

This Statement of Values defines the way we all expect to behave in Impactiva. The achievement of these Values by all of our Team Members will lead to a Company which at all times will be looking to maximize the value created by the Company for its customers, their suppliers, our Team Members and shareholders.

The importance of Values

The concept of values is vital in most areas of society. Our standards of behavior, even our laws, spring from our values. If we accept certain values as important, then we will strive to protect and defend them, even when they are rejected or ignored by others. Shared values bind the members of a group together. Individual and group activities are thus directed along a common path. Values jointly shared also provide a framework for making decisions, encourage constructive patterns of behavior and define avenues for personal and business decisions.

The role of Values at Impactiva

Although our Company operates in an ever-changing environment, our values remain constant. They don't shift with time or circumstance. They don't yield to personal desire or convenience.

ETHICS (a set of moral principles) / INTEGRITY (firm adherence to a moral code: incorruptibility – honesty)

1 Ethics	We are committed to the highest level of ethical conduct wherever we operate. When immersed in a conflict of interests we will always give preference to our customers or to our Company above our personal interests. Never will we use the firm, or our position in it, for our personal enrichment.
2 Honesty and Sincerity	We will not deceive anyone - not even our competitors. We speak with honesty, courage and care. What we know our customers will know.
3 Respect and Courtesy	We will act with good taste and common courtesy in all of our attitudes, words and actions.
4 External Relationships	We will form lasting, mutually beneficial relationships with our customers and their suppliers, based on fairness, integrity and open and honest communication.

EXCELLENCE

5 Quality, Passion for Excellence	We will constantly work and have the desire to achieve the maximum quality of our services looking for continuous improvement in everything we do. Leadership believes in, promotes and pursues excellence throughout the organization.
6 Do it Right the First Time	Doing it right the first time is the rule we will apply in performing all of our activities as it is the best way to create the greatest and quickest value.
7 Commitments	We will fulfill all of our commitments - what we say we do, we do.
8 Service Attitude	With our customers, we will always portray a, "how can we assist you" philosophy.
9 Keep it Simple	We will work tirelessly to eliminate bureaucracy and all the nonsense that comes with it, keeping our processes and procedures as simple as possible while getting the job done.
10 Results not Actions	We expect to be evaluated and remunerated based on the <u>results</u> of our actions (performance) and <u>not</u> on the actions themselves.
11 Speed	We understand that speed is a very important competitive advantage and recognize the benefits that a focus on speed, as applied to all of our actions, will create for our Company.
12 Multi-Tasking	The ability to handle many tasks at one time, always completing the urgent and important ones first within the required time frame.
13 Work Ethic	We will work hard to achieve the tasks and responsibilities assigned to us, at times having to spend long hours to get the job done.

14	Persistence	We will not give up, no matter the difficulty, when we have a goal or task to accomplish.
15	Communication	Speaks and writes in English clearly, with no errors and a minimum of words.
16	Attention to Detail	We will work like careful engineers, paying attention to all the important details.
17	Organization, Planning	We will budget, plan, organize and schedule in an efficient manner keeping our focus on the key priorities.
18	Use of Data, Analytical Skills	Sound business decisions are based on solid data and rigorous analysis. We recognize that the gathering of data and the use of professional analysis are vital tools for the taking of correct decisions.
19	Education	Continuous education is necessary and important giving us both satisfaction and benefits at a personal and Company level. All Team Members will be encouraged to assume the responsibility of their own continuous education.

LEADERSHIP

20	Diversity	We value the diversity of our Team Members (many countries, cultures, and backgrounds) and will take advantage of the creative potential, which said diversity brings to the Company.
21	Lead by Example	The best form of leadership is by being an example -- "Practice what you Preach".
22	Delegate	Our leadership techniques will be founded on the principle of delegating as much as possible via open and totally fluid
23	Capacity to Listen	We will improve our capacity to hear not only due to moral respect and as a show of faith but also as a means of recognizing that others also have something to teach us. We will take advantage of each person's best experiences.
24	Focus on Discussions	We will always focus on the subject of discussion and not on the individuals. IMPACTIVA Leaders will never keep secrets or upon being criticized become defensive. When brainstorming, any idea is the Team's idea and not that of a particular individual.
25	Errors	We will be willing to accept our mistakes and at the same time be tolerant with the mistakes of others.
26	Coaching, Mentoring	We will coach and mentor our Team Members for current success and preparing them for their next role.
27	Recognize Excellence	We will continuously search for ways to recognize our Team Members' accomplishments and to recognize excellence.
28	Promotions	Whenever possible, promotions should come from within our Company.
29	Quality of Life	The quality of life of our Team Members both within and outside working hours is of great importance to the Company. We will be proud to have given our best effort while at the same time having had a good time along the way.

TEAMWORK

30	Confidence in Others	We will have confidence in others including our customers and our Team Members as a rule that guaranties the success of our Company.
31	Internal Relationships	We will build trust and worldwide teamwork with open, candid communications up and down and across our organization. We will share technologies and best practices. Effectiveness increases when we exchange ideas and share responsibilities.
32	Solidarity	We will practice solidarity respecting and accepting Team decisions even if they are totally opposite to our own.
33	Without Frontiers	We will foment a Company without frontiers, kingdoms or isolated departments.

INITIATIVE / CREATIVITY / CHANGE

34	Initiative, Creativity, Risk Taking	Initiative and creativity applied to the way we perform our daily tasks and to the resolution of problems are encouraged and supported throughout the organization. This requires the Company to provide an atmosphere that allows individuals to challenge "the way we do things" permitting new ideas to surface in an unrestricted manner and encouraging personal and team ownership of problem identification, prevention, and solution.
35	Change	We accept change as the rule, not the exception, and drive it by continuously analyzing and changing our entire organization.