



Sustainability Report 2023

IRSA presents its Sustainability Report 2023 that includes information on its environmental, social and governance (ESG) performance for the period from July 1, 2022 to June 30, 2023.



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MAIN ECONOMIC INDICATORS



We moved forward with the launch of our main mixed-use development project “**Costa Urbana**”



75th anniversary of the company’s listing on the local stock exchange (BYMA)



We sold Assets for the amount of **USD 163.7 M**



Shopping Malls
Actual Tenant Sales **+16% vs. FY22**
Occupancy **97.4%**



Offices
Rent or Leases **USD/m² 26.4**
Occupancy A & A+ **86,9%**



USD 167 M Rental adjusted EBITDA
(+45% vs. FY22)



We have completed the refinancing process of our debt



FIX SCR S.A. Risk Rating Agent (affiliate of Fitch Ratings) **raised from AA (arg) to AA+ (arg)** the rating of the company’s Notes



ARS 58,094 M NET INCOME
(-22.8% vs. FY22)

MAIN ESG INDICATORS

WE ARE PART OF BYMA'S SUSTAINABILITY INDEX, WHICH HIGHLIGHTS LEADING ISSUERS IN ENVIRONMENTAL, SOCIAL, CORPORATE GOVERNANCE AND SUSTAINABLE DEVELOPMENT ISSUES.



ENVIRONMENT

We implemented 2 pilot projects in **Córdoba Shopping** and **Alto Palermo** based on the circular economy



GREEN BUILDINGS

The **200 Della Paolera** building was awarded LEED Gold Core & Shell (Leadership in Energy and Environmental Design) certification by the U.S. Green Building Council



SUSTAINABLE TENANTS AND SUPPLIERS

98% local suppliers
Actions together with tenants in shopping malls



OCCUPATIONAL HEALTH AND SAFETY

10,032 hours of training
occupational risk prevention



LABOR RIGHTS AND HUMAN DEVELOPMENT

We launched **IRSA CREW 2023**, the 5th edition of our Young Talents in Real Estate Business program



DIVERSITY, EQUITY AND INCLUSION

32% of the payroll made up of women
Pay equity in remunerations



CUSTOMER SERVICE

+70 Net Promoter Score



COMMUNITIES

ARS 270.8 M in social investment
(including IRSA and IRSA Foundation)
(+21% real vs. FY22)



GOVERNANCE

33% independent directors
17% women regular members
of the Board of Directors

MESSAGE FROM THE CHAIRMAN

GRI Disclosure: 2-22

It is an honor for me to present the **3rd Sustainability Report of IRSA Inversiones y Representaciones S.A.**, corresponding to fiscal year 2023, reaffirming our **commitment to the community, our customers, investors and collaborators**, in a year of great events for the company. The rental business surpassed pre-pandemic levels of activity, with great performance of our shopping malls and hotels; we continued to sell office assets at attractive prices; we moved forward in the process of launching our main mixed-use development project “Costa Urbana” and we successfully completed the refinancing process of our debt, which positions us favorably for a new phase of growth in the coming years.

We also made progress on our environmental, social and governance commitments, working internally in our work teams and externally through our value chain; we celebrated the **company’s 75th anniversary on the local stock exchange (BYMA) and joined its Sustainability Index**, which highlights the 20 Argentine companies listed with the best ESG (environmental, social and governance) performance.

Regarding environmental matters, we obtained **LEED Gold Core & Shell certification** for our latest development, the **“200 Della Paolera” building** in Catalinas, which recognizes the company’s commitment to **sustainable real estate development**. With this achievement, **74% of our premium office portfolio** has the **LEED Seal** and several tenants are in the process of certifying their interiors, promoting energy and environmental design, quality of life and healthy work spaces.

In the social area, we made progress in multiple initiatives and volunteer work, focusing on quality education, promoting community participation and disseminating issues of interest to society in our shopping malls and offices. We invested, directly and through IRSA Foundation, the sum of **ARS 270.8 million**, through alliances with

more than 200 civil society organizations and reaching **more than 100,000 beneficiaries**.

The economic indicators of our rental segments showed a strong recovery this year. **The premium location of our shopping malls, the wide variety of offerings and innovative experience propositions,** and the boom in inbound tourism boosted commercial activity, and business surpassed pre-pandemic sales and occupancy levels.

The office segment continued to adapt to the **new hybrid work mode trends**. Although the industry’s rent and occupancy levels continue to be affected, we have been observing a greater return to presentiality and, along with it, an increase in demand for our leased space. Finally, **hotel activity was record high** this year, driven by the boom in both domestic and international tourism. The exclusive Llaolao resort, in the city of Bariloche, reached optimal occupancy levels and is a major attraction for the high-income segment; and our Libertador and Intercontinental hotels, located in the city of Buenos Aires, recovered strongly this year with rising rates and occupancy.

Regarding our largest development, **Costa Urbana**, in Puerto Madero Sur, this year we made progress in the definitions of the project, and in the presentations and municipal administrative procedures, in order to be able to launch the infrastructure works in the site, in accordance with the Urban Development Agreement approved by Law. We are ready to launch **the most ambitious project in the company’s history**, with the **potential to develop 867,000 sqm of mixed uses**, which **will require a major investment** for the next 15 to 20 years; it **will generate many direct and indirect jobs** and **will house approximately 6,000 families**. We expect to contribute to the development of the city with an **innovative, modern and sustainable project**, which implies a great opportunity and responsibility.

We will continue to innovate in the **development of unique real estate projects**, focusing on the **integration of commercial and residential spaces**, offering our customers a mix of attractive products and services, meeting places and a memorable experience, with the goal of **achieving an increasingly modern and sustainable portfolio**.

We are grateful for the continued support of our team of collaborators, tenants, consumers, suppliers, shareholders and investors.



Eduardo S. Elsztein
Chairman & CEO

THE COMPANY

Material Topics: Quality of Financial Statements, Disclosure and Auditing, Contribution to Local and Community Economic Development

GRI Disclosures: 2-1, 2-6, 3-3, 203-1

SASB Contents: IF-RE-000.A, IF-RE-000.B, IF-RE-000.C, IF-RE-000.D

CORPORATE PROFILE

Founded in 1943, IRSA Inversiones y Representaciones S.A. (IRSA) is the leading Argentine real estate investment company, as well as the largest owner, developer and operator of shopping malls, offices and other commercial properties in the country, in terms of gross leasable area and number of properties. It is also the only Argentine real estate company that trades its ordinary shares on the Argentine Stock Exchanges and Markets (BYMA) and the New York Stock Exchange (NYSE).

Directly, or through its subsidiaries, it has offices in each of its properties in the provinces of Salta, Córdoba, Mendoza, Santa Fe, Neuquén and Río Negro, in addition to its headquarters at Della Paolera 261, 8th floor, in the Autonomous City of Buenos Aires.

The controlling shareholder is CRESUD S.A.C.I.F. y A., who as of June 30, 2023 held a 56.9% stake. CRESUD is an Argentine agricultural company with a presence in Brazil, Bolivia and Paraguay through its subsidiary BrasilAgro.

More information: [here](#)



LEADING ARGENTINE REAL ESTATE COMPANY
Dedicated to rental and development segments



UNIQUE PORTFOLIO OF ASSETS
490,000 sqm of GLA nationwide



HUGE GROWTH POTENTIAL
Extensive landbank for future mixed-use developments



HEALTHY FINANCIAL POSITION
Good cash generation and balanced indebtedness



EXPERIENCED MANAGEMENT TEAM
With proven track record in the real estate industry



TRACK RECORD IN THE CAPITAL MARKETS
Listed on the BYMA since 1948 and on the NYSE since 1994

RELATED COMPANIES



Leading agricultural company in Argentina with a presence in Brazil, Bolivia and Paraguay through BrasilAgro.

www.cresud.com.ar



A 130-year-old full-service commercial bank with extensive experience in the mortgage credit market.
IRSA stake: 29.91%

www.hipotecario.com.ar



Leading investment bank in the capital markets
IRSA stake: 37.70%

www.bacs.com.ar



Company dedicated to the business of fairs, exhibitions and conventions.
IRSA stake (indirect): 35%

www.larural.com.ar



Company dedicated to digital retail solutions.
RSA stake: 98.67%

www.weareappa.com



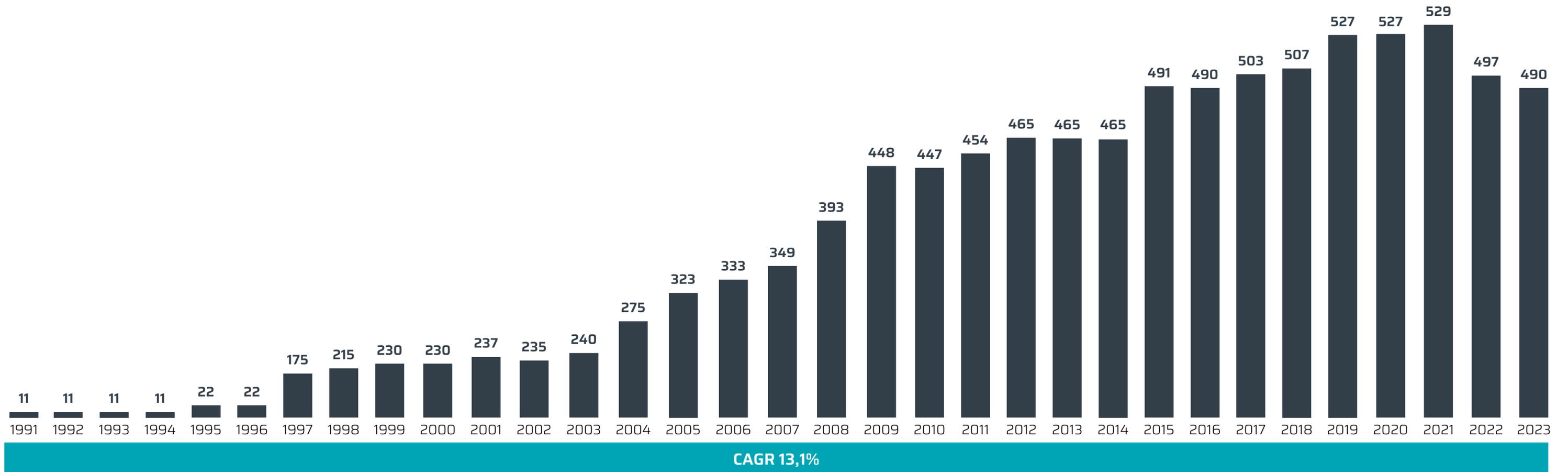
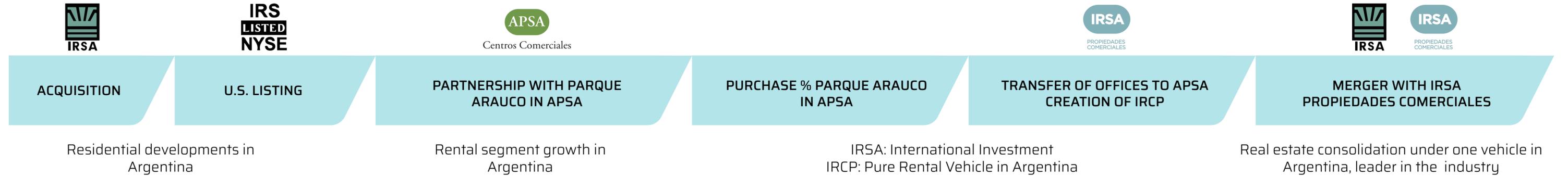
(Former TGLT) Construction company.
IRSA stake: 27.82%

www.gcdi.com.ar

More information: [here](#)

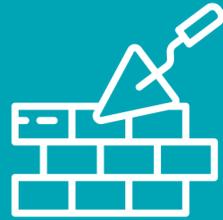
HISTORY

Main Events and Growth of the Rental Portfolio - Thousands of sqm of GLA



More information: [here](#)

STRATEGY AND BUSINESS MODEL



DEVELOPMENT



ACQUISITION



OPERATION



ADMINISTRATION



COMMERCIALIZATION



SALE

Our business strategy is based on three fundamental pillars:

OPERATING PROFITABILITY

- **We maximize returns** to our shareholders by generating sustainable cash flow growth and increasing long-term value through the development and operation of commercial properties.
- Our **privileged locations and leadership position** in Argentina, together with our knowledge of the shopping mall and office industry, enable us to **maintain high occupancy levels and an optimal tenant mix**.
- We seek to **strengthen and consolidate the relationship with our tenants** through attractive rental conditions, offering a wide range of products and services, as well as administrative and commercial advice to optimize and simplify their operations.

GROWTH AND INNOVATION

- We **grow through the acquisition and development of real estate properties**, and we have a landbank with premium locations in Argentina, to continue expanding our portfolio with mixed-use projects.
- We are **pioneers in innovative real estate developments** due to their format and scale, their concept, the appreciation of the area where they are located and the search for future synergies.
- **We adapt quickly to changes** in the context and consumption habits, always focusing on the customer, to provide the best service through technology and, thus, enhance their shopping experience in our shopping malls.

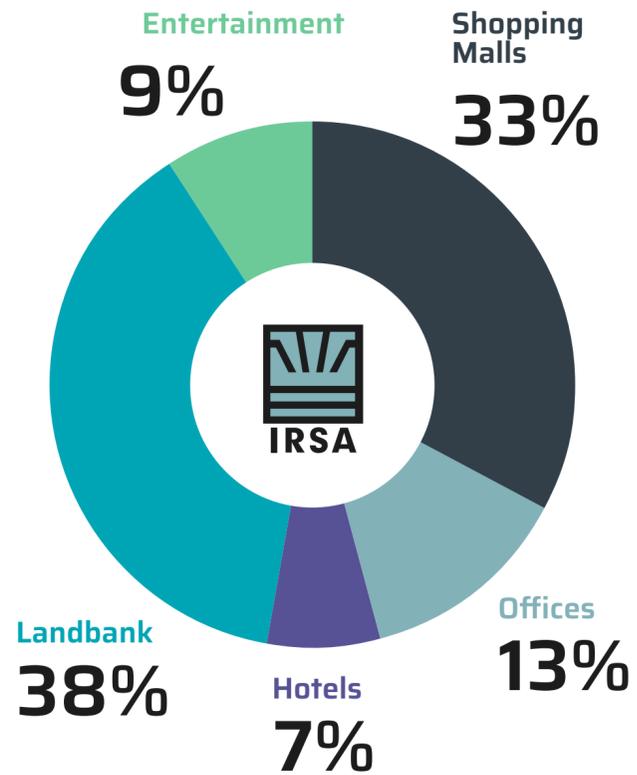
SUSTAINABILITY

- **We are part of the communities** where our business units operate. Through CSR actions in our shopping malls and offices, places with high public attendance, we disseminate and make visible issues of social interest (such as inclusion and assistance to the people most in need).
- **We plan for the long term and work towards continuous improvement, environmental protection and sustainable development**, seeking to achieve environmental certification standards in our real estate projects.
- **We work continuously to achieve the highest standards of corporate governance**, with total transparency and accountability. We take care of our human capital and promote inclusion and diversity, both in the governing bodies and in the work teams.

More information: [here](#)

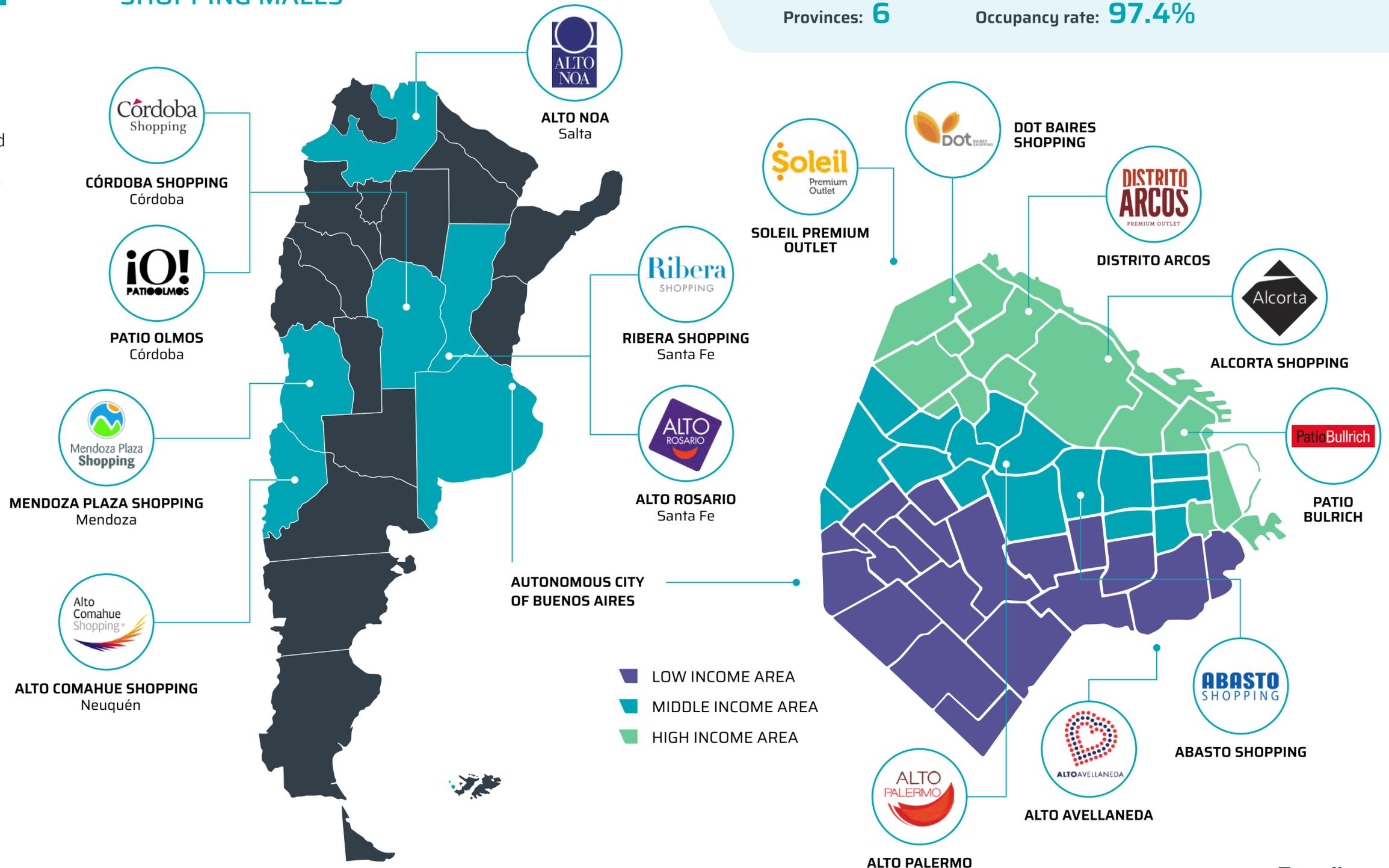
PORTFOLIO

Our strategic focus drives us to continue innovating in the development of unique real estate projects, betting on the integration of commercial and residential spaces, we offer our customers a mix of attractive products and services, meeting places and a memorable experience, focusing on sustainability through our relationship with our communities, care for the environment and people, and promoting inclusion in our work teams.



% calculated based on the amount of assets per category.

SHOPPING MALLS



ABASTO SHOPPING

Autonomous City of Buenos Aires
Acquisition: **NOVEMBER 1999**
Gross leasable area in sqm: **37,167**



ALCORTA SHOPPING

Autonomous City of Buenos Aires
Acquisition: **JUNE 1997**
Gross leasable area in sqm: **15,839**



ALTO AVELLANEDA

Buenos Aires
Acquisition: **DECEMBER 1997**
Gross leasable area in sqm: **39,457**



ALTO COMAHUE

Neuquén
Acquisition: **MARCH 2015**
Gross leasable area in sqm: **11,700**



ALTO NOA SHOPPING

Salta
Acquisition: **MARCH 1995**
Gross leasable area in sqm: **19,427**



ALTO PALERMO

Autonomous City of Buenos Aires
Acquisition: **DECEMBER 1997**
Gross leasable area in sqm: **20,629**



ALTO ROSARIO SHOPPING

Rosario
Acquisition: **NOVEMBER 2004**
Gross leasable area in sqm: **34,859**



CÓRDOBA SHOPPING

Córdoba
Acquisition: **DECEMBER 2006**
Gross leasable area in sqm: **15,368**



DISTRITO ARCOS PREMIUM OUTLET (CONCESIÓN)

Autonomous City of Buenos Aires
Adquisición: **DICIEMBRE 2014**
Área bruta locativa en m²: **14,458**



DOT BAIREs SHOPPING

Ciudad Autónoma de Buenos Aires
Acquisition: **MAY 2009**
Gross leasable area in sqm: **47,811**



LA RIBERA SHOPPING

Santa Fe
Acquisition: **AUGUST 2011**
Gross leasable area in sqm: **10,531**



MENDOZA PLAZA SHOPPING

Mendoza
Acquisition: **DECEMBER 1994**
Gross leasable area in sqm: **41,511**



PATIO BULLRICH

Autonomous City of Buenos Aires
Acquisition: **OCTOBER 1998**
Gross leasable area in sqm: **11,396**



PATIO OLMOS

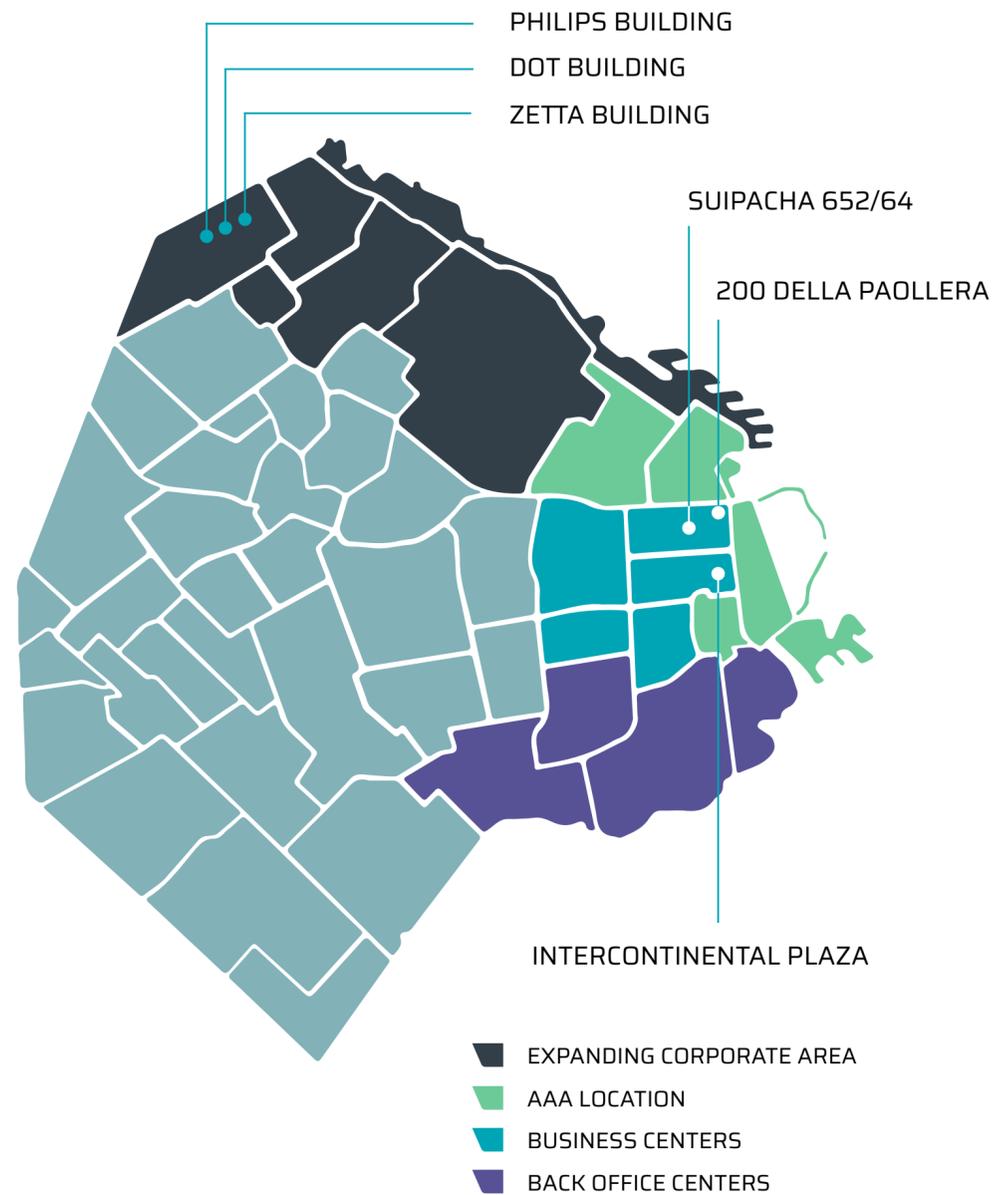
Córdoba
Acquisition: **SEPTEMBER 2007**
Operated by third parties.



SOLEIL PREMIUM OUTLET

Buenos Aires
Acquisition: **JULY 2010**
Gross leasable area in sqm: **15,673**





OFFICES

Office Buildings: **6**
 Sqm of GLA: **74,392**
 Market Share in the City of Buenos Aires: **10% aprox.**
 Occupancy rate: **68.7%**

200 DELLA PAOLLERA
 Autonomous City of Buenos Aires
 Opening: **DECEMBER 2020**
 Gross leasable area in sqm: **8,516**
 AAA OFFICE



DOT BUILDING
 Autonomous City of Buenos Aires
 Acquisition: **NOVEMBER 2006**
 Gross leasable area in sqm: **11,242**
 A OFFICE



INTERCONTINENTAL PLAZA
 Autonomous City of Buenos Aires
 Acquisition: **NOVEMBER 1997**
 Gross leasable area in sqm: **2,979**
 A OFFICE



PHILIPS BUILDING
 Autonomous City of Buenos Aires
 Acquisition: **JUNE 2017** Área bruta
 Gross leasable area in sqm: **8,017**
 B OFFICE



SUIPACHA 652/64¹
 Ciudad Autónoma de Buenos Aires
 Acquisition: **NOVEMBER 1991**
 Gross leasable area in sqm: **11,465**
 B OFFICE

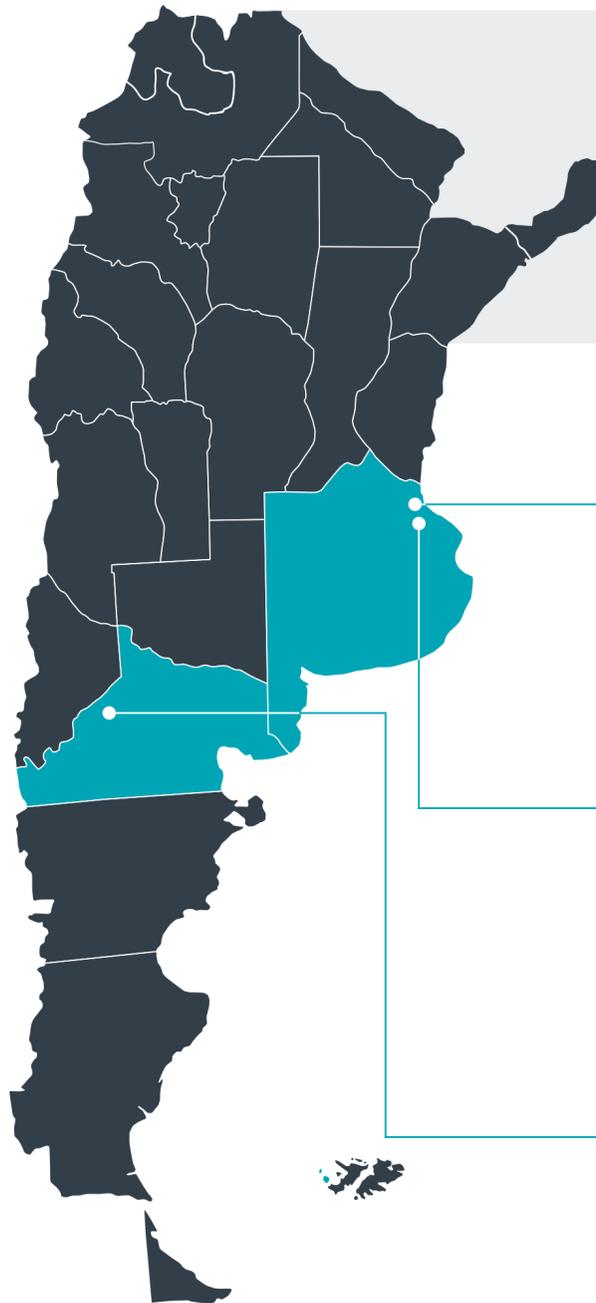


ZETTA BUILDING
 Autonomous City of Buenos Aires
 Opening: **MAY 2019**
 Gross leasable area in sqm: **32,173**
 AAA OFFICE



¹ Sold after fiscal year end.

HOTELS



Premium Hotels: **3**
 Provinces: **2**
 sqm of GLA: **79,000**
 Rooms: **718**
 Occupancy rate: **66.8%**

LIBERTADOR HOTEL
 Autonomous City of Buenos Aires
 Acquisition: **1998**
 Rooms: **200**



INTERCONTINENTAL HOTEL
 Autonomous City of Buenos Aires
 Acquisition: **1997**
 Rooms: **313**



LLAO LLAO RESORT
 Bariloche
 Acquisition: **1997**
 Rooms: **205**



ENTERTAINMENT

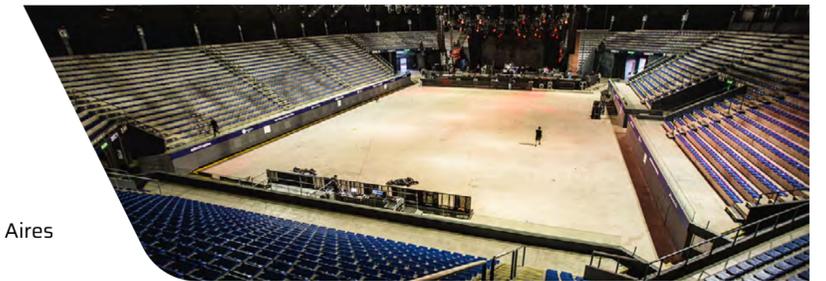
BUENOS AIRES CONVENTION CENTER
 (CONCESSION)
 Autonomous City of Buenos Aires



PUNTA DEL ESTE CONVENTION CENTER
 (CONCESSION)
 Uruguay



ARENA STADIUM
 (CONCESSION)
 Autonomous City of Buenos Aires



LA RURAL - BUENOS AIRES FAIRGROUNDS
 (CONCESSION)
 Autonomous City of Buenos Aires
 Plot surface sqm: **12 HA**



LANDBANK

Countries: **2** SQM of buildable/saleable area: **6,817,740**

BERUTI (MIXED USES)

Autonomous City of Buenos Aires
Buildable area SQM: **8,900**



LA ADELA (MIXED USES)

Buenos Aires
Total area SQM: **9,868,500**
Buildable area SQM: **3,951,227**



SAN MARTÍN* (MIXED USES)

Buenos Aires
Total area SQM: **159,996**
Buildable area SQM: **500,000**



* Sold after fiscal year end.

CABALLITO (MIXED USES)

Autonomous City of Buenos Aires
Total area SQM: **20,462**
Buildable area SQM: **86,387**



LA PLATA (MIXED USES)

Buenos Aires
Total area SQM: **78,614**
Buildable area SQM: **116,553**



EZPELETA PLOT (MIXED USES)

Buenos Aires
Total area SQM: **465,642**
Buildable area SQM: **521,399**



CABALLITO MANZANA 35 (RESIDENTIAL)

Autonomous City of Buenos Aires
Total area SQM: **9,767**
Buildable area SQM: **57,192**



CÓRDOBA SHOPPING ADJOINING PLOT (MIXED USES)

Córdoba
Total area SQM: **5,365**
Buildable area SQM: **5,000**



MONTEVIDEO PLOT (USOS (MIXED USES))

Montevideo
Saleable area: **111,588**



COSTA URBANA (MIXED USES)

Autonomous City of Buenos Aires
Total area SQM: **716,058**
Buildable area SQM: **866,806**



PASEO COLÓN (MIXED USES)

Autonomous City of Buenos Aires
Buildable area SQM: **13,690**



NEUQUÉN PLOT (RESIDENTIAL)

Neuquén
Total area SQM: **13,000**
Buildable area SQM: **57,000**



INTERCONTINENTAL II (OFFICES)

Autonomous City of Buenos Aires
Total area SQM: **6,135**
Buildable area SQM: **19,598**



POLO DOT (OFFICES)

Autonomous City of Buenos Aires
Total area SQM: **12,800**
Buildable area SQM: **38,400**



LUJÁN PLOT ACCESO OESTE (MIXED USES)

Buenos Aires
Total area SQM: **1,152,106**
Buildable area SQM: **464,000**



COSTA URBANA PROJECT

WITH THE APPROVAL OF THE COSTA URBANA PROJECT, WE WILL CONTRIBUTE TO THE DEVELOPMENT OF THE CITY WITH AN INNOVATIVE, MODERN AND SUSTAINABLE PROJECT, WHICH IMPLIES A GREAT OPPORTUNITY AND RESPONSIBILITY.

Green and public spaces: **71%**
 New direct and indirect jobs: **10,000**
 Estimated investment: **USD 1.8 billion**
 Years of development: **15/20**
 Housing for: **6,000 families**

In December 2021, the Legislature of the Autonomous City of Buenos Aires approved the Regulations for the development of the property of approximately 70 hectares, owned by the Company since 1997 (previously known as “Solares de Santa María”) located in front of the Río de la Plata on the South Coast of the Autonomous City of Buenos Aires, southeast of Puerto Madero. The law grants a new Standard, designated “U73 - Public Park and Costa Urbana Urbanization”, which enables the combination of diverse uses (such as housing, offices, retail, services, public spaces, education and entertainment).

The Company will have a construction capacity of 866,806 sqm, which will drive growth for the coming years through the development of mixed-use projects. IRSA will allocate 71% of the total area of the property, i.e. 50.8 hectares, to the development of public green spaces; it will also contribute three additional plots, two for the Sustainable Urban Development Fund (FODUS) and one for the Innovation, Science and Technology Trust of the Government of the Autonomous City of Buenos Aires. Likewise,

it will be in charge of the infrastructure and road works on the site, and will carry out the public space works, contributing up to a total of USD 40 million, together with the maintenance of the public spaces assigned for 10 years, or until completing the additional sum of USD 10 million.

“Costa Urbana” will change the landscape of the City of Buenos Aires, giving life to an undeveloped area and will be located in an exceptional property due to its size, location and connectivity, providing the City the possibility of expanding and recovering access to the Río de la Plata coast with areas for walks, recreation, green spaces, public parks and mixed uses.

More information about our portfolio: [here](#)

ESG STRATEGY

GRI Disclosures: 2-28, 2-29

A | B | A | S | I | T | O
de Buenos Aires

ESG STRATEGY AND COMMITMENT TO THE 2030 AGENDA

DURING THE FISCAL YEAR, WE MADE PROGRESS ON OUR ENVIRONMENTAL, SOCIAL AND GOVERNANCE COMMITMENTS, WORKING INTERNALLY IN OUR WORK TEAMS AND EXTERNALLY THROUGH OUR VALUE CHAIN; WE CELEBRATED THE COMPANY'S 75TH ANNIVERSARY ON THE LOCAL STOCK EXCHANGE (BYMA), AND WE JOINED ITS SUSTAINABILITY INDEX, WHICH HIGHLIGHTS THE 20 ARGENTINE COMPANIES LISTED WITH THE BEST ESG PERFORMANCE.



Sustainability is a central pillar of our organization. Our policy is based on the Sustainable Development Goals of the United Nations and we work in that direction; internally, in our work teams, and externally, through our value chain, operating as agents of social and environmental change. We seek to achieve high quality standards in

our real estate operations, through the responsible use of resources and sustainable technologies, and we seek to develop new projects in balance with the environment. We have an **ESG Strategy**, which reaffirms our commitments and the framework for the coming years.

ESG STRATEGY

ENVIRONMENTAL



- Achieve high quality standards in our operations.
- Development of new projects in balance with the environment.

SOCIAL



- Promote development and improve the quality of life of our communities.
- Promote gender equality and inclusion in work teams.

GOVERNANCE



- Continue with the development of the Corporate Governance model.
- Diversity in senior management and on the Board of Directors.

In the environmental area, we obtained LEED Gold Core & Shell certification for our latest development, the **200 Della Paolera building** in Catalinas, which recognizes the company's commitment to sustainable real estate development. With this achievement, 74% of our premium office portfolio is LEED-certified and several tenants are in the process of certifying their interiors, promoting energy and environmental design, quality of life and healthy work spaces.

In the social area, we made progress in multiple initiatives and volunteer work, focusing on quality education, promoting community

participation and disseminating issues of interest to society in our shopping malls and offices. We invested, directly and through IRSA Foundation, the sum of ARS 270.8 million, through alliances with more than 200 civil society organizations and reaching more than 100,000 beneficiaries.

To achieve these objectives, we made progress in each of the 9 ESG roundtables, defined with their associated KPIs, in accordance with the requirements of the Global Reporting Initiative, SASB and the requirements of our stakeholders.

ESG ROUNDTABLES



ENVIRONMENT



GREEN BUILDINGS



COMMUNITIES



OCCUPATIONAL HEALTH AND SAFETY



LABOR RIGHTS AND HUMAN DEVELOPMENT



CUSTOMER SERVICE



SUSTAINABLE TENANTS AND SUPPLIERS



DIVERSITY, EQUITY AND INCLUSION



GOVERNANCE

In the following chapters of this Report, we present each of these topics considered as priority and relevant to the Company's ESG Strategy.

STAKEHOLDERS

We have several communication and dialogue channels for each of our stakeholders, in order to know their needs and expectations as regards IRSA and to keep them informed about our management and performance.

Stakeholders

Communication and Dialogue Channels

Shareholders, Investors and Financial Institutions

Publication of relevant facts, newsletters, websites and public reports, Shareholders' Meetings, whistleblower channel, investor meetings and conferences, Sustainability Report.

Employees

Websites, whistleblower channel, intranet, corporate communications, Sustainability Report.

Tenants and Customers

Websites, whistleblower channel, social networks, contact center, meetings, Sustainability Report.

Suppliers

Websites, whistleblower channel, meetings, Sustainability Report.

Government and Control Authorities

Websites, public reports, Sustainability Report.

Communities

Websites, whistleblower channel, public reports, meetings and visits, social networks, organization of events and volunteer work, Sustainability Report.

Directors

Websites, whistleblower channel, corporate communications and board meetings, Sustainability Report.

COMMITMENTS, ALLIANCES AND INITIATIVES

WE REACH A CONSENSUS ON THE AGENDA OF ISSUES WITH SOCIAL ORGANIZATIONS IN EACH COMMUNITY, THE PUBLIC SECTOR AND SPECIALISTS IN EACH AREA. IN THIS WAY, WE STRENGTHEN TIES AND GENERATE LONG-TERM ALLIANCES, INCORPORATING ACTORS IN THE VALUE CHAIN AND COLLABORATING WITH THE COMMUNITIES IN WHICH OUR BUSINESS UNITS OPERATE.

We participate and generate alliances with several associations, chambers of commerce and civil society organizations:

- [Di Tella Business Network for diversity](#)
- [Idea Network for diversity](#)
- [Club of Companies and Institutions Committed to Disability](#)
- [Circular Economy Network of the Government of the City of Buenos Aires](#)
- [Foundations and Companies Group \(GDFE\)](#)
- **And more than 200 alliances with different NGOs with which we collaborate from IRSA and IRSA Foundation.**

RECOGNITION

We were recognized with the **Sustainable Purchasing and Employment** seals of the **RED DE IMPACTO SOCIAL BA**, of the Government of the City of Buenos Aires. This distinction is granted by the Buenos Aires government to companies that, through their actions, contribute to the strengthening of social and urban integration processes in the City's working class neighborhoods. Throughout the year, we worked to achieve this goal and obtain the seal in these two categories.

Committed to our ESG Strategy, we apply high quality standards in our operations, through the responsible use of resources and the most sustainable technologies, developing real estate projects in balance with the environment, social responsibility, diverse teams



and good corporate governance practices. This led us to become part of the **BYMA Sustainability Index**², which highlights the leading issuers in environmental, social, corporate governance and sustainable development matters.

We were chosen by Harvard Business School as a partner in the **FIELD GLOBAL IMMERSION PROJECT Program**. A team of students visited our shopping malls and interviewed some of our customers to learn about the IRSA experience.

For the first time, we participated in the [Bloomberg Gender-Equality Index](#), which includes the world's best-performing listed companies in terms of gender equality. Although IRSA was not included in the index because it did not meet the market capitalization requirement of more than USD 1 billion, it achieved a score of 73.51%, exceeding the 60% required to be included in the index. The score is weighted 30% by the level of disclosure and 70% by the information provided (30% inclusive culture, 25% pay equity, 25% leadership and female talent, 10% anti-abuse and violence policies and 10% branding).



Our 2022 Sustainability Report was recognized in the category of **Best Corporate Social Responsibility Report** by the Ecumenical Social Forum, which highlights the commitment of companies to society.

² The BYMA Sustainability Index is made up of 20 companies that stand out for their positive impact in Argentina.

ENVIRONMENT

Material Topics: Waste Management, Energy Efficiency and Renewable Energy, Water Management, Climate Change, Regulatory Compliance

GRI Disclosures: 2-27, 3-3, 302-1, 302-3, 303-1, 303-2, 303-3, 306-1, 306-2, 306-3, 306-4, 306-5

SASB Contents: IF-RE-130a.4, IF-RE-130a.5, IF-RE-140a.4, IF-RE-450a.2

KPIs

- Energy, water and waste.
 - Efficiency/savings.
 - Transition to renewable energy.
- Resource efficiency projects.

Achievements

- Energy and water measurements in shopping malls and offices.
- Waste management in the Circular Economy Network of the Government of the City of Buenos Aires.

Future Goals

- Carbon balance and emission mitigation plan.
- Incorporation of solar panels in shopping malls and increased consumption from renewable sources.



ENVIRONMENTAL MANAGEMENT

Environmental management is an assumed commitment that is declared through our [Environmental Policy](#) and that is demonstrated in daily management. The efficient use of resources, as well as the proper management of the waste generated in our activities, are extremely important in our day to day. Accordingly, we carry out various tasks to guarantee proper management and comply with all current legal provisions on environmental matters.

- We innovate in the use of best practices for the development of our activities.
- We work to achieve a balance between the efficient use of resources and increasing real estate development. We care about the relationship with our people and with the neighbors of the communities where we choose to work, of which we are a part.
- We plan for the long term, seeking to develop in a sustainable manner, so that our environment can also be enjoyed by future generations.
- We work towards continuous improvement, environmental protection and compliance with current legislation and regulations, including those to which we voluntarily subscribe.
- We are part of a process of cultural change, which we share and extend to the people with whom we interact.

We have the external service of a law firm specialized in environmental legislation, who has developed an online platform of environmental legal matrices, which is permanently updated.

The matrices are organized by jurisdiction and cover each legal requirement. From IRSA, we document the evidence that supports compliance with these requirements. In addition, we receive a monthly email per jurisdiction with the latest news published, which will then be worked on jointly by the Legal and Environmental areas³.



³ The Company has not been identified as having incurred in relevant non-compliance with environmental regulations in the urban real estate business. In all cases, the Company works together with the national, provincial and municipal control authorities to make the appropriate adjustments in the event that any violation is detected. More information: [here](#)

NEW ENVIRONMENTAL STRATEGY

ALIGNED WITH THE OBJECTIVES OF SUSTAINABLE DEVELOPMENT, OUR ENVIRONMENTAL STRATEGY BRINGS TOGETHER INNOVATIVE ENVIRONMENTAL INITIATIVES TO GIVE GREATER VISIBILITY, COMMUNICATION AND RELEVANCE TO OUR STAKEHOLDERS, BASED ON 3 AXES: **CLIMATE ACTION, CIRCULAR ECONOMY AND ENVIRONMENTAL CULTURE.**



During 2023, we worked on benchmarking environmental issues in the region's leading shopping malls and world leaders, in order to work on environmental management. This work was used for the design and development of the new environmental strategy, based on 3 work axes: **Climate action, Circular economy and Environmental culture.** Short, medium and long term objectives were defined, as well as processes through which the objectives will be implemented.

In addition, the Environment area was given a Management hierarchy, with the incorporation of an Environmental Coordinator, in charge of environmental management in shopping malls, and an Environmental Specialist, to work on the environmental strategy of the company's real estate projects, consolidating a professional team that leads the environmental management and strategy of the projects.

Finally, the update of the environmental policy and strategy with 2023/2025 planning was presented.

STRATEGIC ENVIRONMENTAL PLAN

Axes	Topic	2024 actions
	<p>Climate commitment</p>	<p>We are making progress in defining a strategy that will allow us to reduce our carbon footprint, to address the challenge of becoming a low-carbon industry. We will incorporate the analysis, measurement and progressive reduction of GHG emissions, recognizing the impact they have on society, and moving forward to achieve internal goals of positive impact.</p> <p>Our 2024 challenge is to quantify GHGs, in scopes 1 and 2, from 100% of our shopping malls and corporate buildings (according to GHG Protocol). We will then identify the categories where our greatest impacts are concentrated to define our future GHG reduction strategy.</p> <ul style="list-style-type: none"> • Build a corporate baseline, under carbon footprint calculation standards and methodologies, with which we measure our performance in the transition to a low-carbon operation. • Conduct an assessment of the organization’s carbon footprint to understand the scope and magnitude of emissions. • Collect data on energy consumption, transportation, production and other relevant activities. • Use recognized tools and methodologies to calculate and report the carbon footprint (such as ISO 14064). • Develop a comprehensive strategy to reduce GHG emissions in all areas of the organization. • Identify sources of emissions and establish action plans to reduce them (such as process optimization, adoption of cleaner technologies and promotion of sustainable practices).
<p>Climate Action</p>	<p>Sustainable construction</p>	<p>We will seek to minimize the environmental impact of each new building, expansion and remodeling, generating healthy, safe and comfortable spaces.</p> <ul style="list-style-type: none"> • Incorporate building materials with a lower carbon footprint, and promote the recycling of waste in the building process. • Design buildings with better thermal and lighting performance to reduce energy requirements. • Incorporate walls and green areas in the design of our shopping malls. • Ensure ventilation, natural lighting and security conditions for the interior of the buildings. • Ensure the use of equipment with high levels of energy efficiency in the main uses of the facilities (such as air conditioning and lighting). • Manage future construction of certified stores, such as LEED (Leadership in Energy & Environmental Design), developed by the US Green Building Council (USGBC). • Generate appropriate spaces and equipment for the separation of our waste at source.
	<p>Photovoltaic solar energy</p>	<ul style="list-style-type: none"> • Evaluate the purchase of electricity from renewable sources. • Evaluate the technical and economic feasibility of implementing solar systems. • Consider the installation of solar photovoltaic panels to generate renewable energy. • Establish solar power generation goals and develop a plan for their gradual implementation.

Axes	Topic	2024 actions
Climate Action	Efficient energy management	<p>In 2024, we will initiate the Energy Management Plan, one of the strategic actions for the significant reduction of our GHG emissions, which will be implemented starting in 2025. This plan aims to reduce energy consumption by promoting rational and efficient use in all our stores and distribution centers.</p> <ul style="list-style-type: none"> • Establish energy efficiency measures, such as the use of more efficient technologies (LED), process optimization, on-line control and performance optimization of climate equipment, among others. • Evaluate the performance of existing equipment and energy systems. • Conduct an energy efficiency diagnosis to identify opportunities for improvement and reduce energy consumption in each shopping mall. • Implement the installation of motion sensors and improve thermal insulation, among others.
Circular Economy	Circular economy and recycling	<p>We want to promote a culture of waste reduction, reuse and recycling among our team of collaborators and our customers, as agents of internal transformation and towards the community where we operate.</p> <p>Our challenge is to incorporate a change of perspective in the use and management of resources, making them more efficient. This means considering them as raw materials (recovering and reintroducing resources into the production process), for which it is necessary to manage internal processes in a sustainable manner.</p> <p>Our commitment is to transform our operations in order to:</p> <ul style="list-style-type: none"> • Reduce the consumption of materials and inputs in the supply chain, and of our businesses and suppliers. • Differentiated collection, in alliance with social organizations, grassroots recyclers and entrepreneurs in recovery and composting. • Separation at source: implement and carry out the appropriate infrastructure for proper waste separation. • Recycling and revaluation: increase recycling of organic and inorganic waste.
	Waste management system	<p>By 2023-2024, we want to extend the Alto Palermo and Córdoba Shopping projects to the rest of our shopping malls, so that waste from our activities, services and products does not reach the landfill, focusing on reduction, recycling and reuse to reduce GHGs, promoting Circular Economy criteria.</p> <p>At the same time, continue to develop new ways and opportunities to integrate with social organizations, grassroots recyclers and entrepreneurs on issues of recovery and composting.</p>
	In-house recycling plants	<p>We are committed to using our spaces in shopping malls, developing a recycling infrastructure that promotes an agile and simple work culture, through the creation of our own Recycling Centers, which revalue our waste economically and, thus, contribute to creating a Circular Economy.</p>

Ejes	Topic	2024 actions
Circular Economy	Customer recycling service: Postconsumer	<p>During 2024, we want to invite our customers to join circularity by offering ecopoints or Recycling Centers in our stores to take their recyclable waste, in alliance with brands, companies or municipalities as a service to the community.</p>
Environmental Culture	Environmental culture	<p>We want to raise awareness, sensitize and train through our environmental culture, making known the mission, vision and values of our environmental strategy, in order to promote sustainability and care for the planet to our stakeholders, but mainly to our customers and tenants.</p> <p>We want to promote understanding and commitment to sustainability and care for the planet, through several workshops, educational capsules, microvideos and other internal channels, providing knowledge and tools that allow our team of employees, tenants and customers to generate environmental awareness and a positive impact on our community.</p> <ul style="list-style-type: none"> • Raise awareness and sensitize tenants and customers in all our shopping malls. • Training on sustainability, climate change and circularity for tenants and customers. • Campaigns on environmental culture for tenants and customers. <ul style="list-style-type: none"> - Commercial tenants consume an average of 40% to 60% of the total energy used in the buildings. The objective of the campaign is to contribute and collaborate with tenants to take care of resources (water, energy and waste), seeking to generate environmental awareness and contribute, from their position, to sustainable development. - Give a Second Life to your Clothes Campaign: Aims to promote a circular culture, to recover textiles from our customers together with the tenants, so that they can extend the useful life of clothes that they no longer use, through three circular alternatives: renew, donate and reuse unused clothes. All this will be carried out through strategic alliances with our community close to the shopping malls. - Responsible consumption campaign: With the aim of promoting sustainable fashion, we will seek to promote the design of clothing using the upcycling or super-recycling technique, thus raising awareness of the environmental impact and production conditions of the textile industry. - Likewise, in the seasonal fashion shows, we propose to exhibit designs made from recycled fabrics by local designers.

WATER AND EFFLUENTS

Both the shopping malls and the buildings have a drinking water and sewage network, which supplies all the facilities and where the sewage effluents are discharged. Thanks to this connection, we ensure that the effluents are properly treated before being discharged by the utility company. In all the shopping malls, there are under-counter grease interceptors in the kitchens of the stores, as primary treatment of effluents. In addition, there are joint chambers, prior to discharge, as a second instance of cleaning. In the shopping malls of the interior of the country, effluent analyses are carried out, as required by the Enforcement Authorities, thus ensuring that the limits are respected according to the regulations in force.

The water comes from the service providers, who supply the facilities with drinking water for use mainly in bathrooms and kitchens, which is then returned to the service providers for treatment. Water is mainly used for sanitary purposes, but is also used in the food court sector in shopping malls, in the cleaning of facilities, and for irrigation. All sanitary facilities are equipped with Pressmatic or similar type command systems, which allow water savings of around 20% compared to past technologies. In those properties where it is possible, thanks to the facilities and the availability of space, rainwater is recovered for other uses, mainly irrigation.

Distrito Arcos is an open-air shopping mall, with plant beds that are irrigated with rainwater. On rainy days, the water is collected in underground tanks and used to irrigate the plant beds on the days when it does not rain. The chosen irrigation system is drip irrigation, as it is highly efficient. In the latest office buildings developed by the Company, **200 Della Paolera** and the **Zetta Building**, rainwater

is also used to irrigate the plant beds. In the toilets of our facilities, low-consumption sanitary fixtures and fittings are chosen, through the installation of timers, infrared sensors and aerators, making an efficient use of the resource.

As regards water use, we monitor the water consumption of all our properties on a monthly basis, and every year we analyze new projects to ensure water saving and reuse. We also implement awareness-raising actions for the general public and our personnel, through posters and installations to promote water saving.

Water Consumption (in liters)			
Office buildings	2023	2022	2021
200 DELLA PAOLERA	23,060,000	s/d	s/d
INTERCONTINENTAL PLAZA	12,956,500	19,417,000	9,145,000
PHILIPS BUILDING	3,015,000	3,442,500	1,801,000
SUIPACHA 652/64	1,707,000	1,463,500	1,219,000
ZETTA BUILDING	16,710,500	13,424,000	5,558,000
TOTAL	57,449,000	37,747,000	17,723,000

The water consumption of Dot Building is included in the water consumption of Dot Baires Shopping.

Water Consumption (in liters)			
Shopping Malls	2023	2022	2021
ABASTO SHOPPING	115,804,000	108,335,000	53,313,000
ALTO AVELLANEDA	66,147,000	69,896,000	24,455,000
ALTO COMAHUE *	29,670,000	30,329,000	28,510,000
ALCORTA SHOPPING *	47,594,000	43,664,000	29,109,000
ALTO NOA SHOPPING	41,065,000	47,608,000	27,081,000
ALTO PALERMO	77,321,500	69,896,000	36,826,000
ALTO ROSARIO SHOPPING	70,748,000	115,385,000	29,769,000
CÓRDOBA SHOPPING *	28,560,000	26,201,000	17,468,000
DISTRITO ARCOS PREMIUM OUTLET*	60,432,000	55,442,000	36,961,000
DOT BAIREs SHOPPING**	45,381,000	60,300,500	30,554,000
MENDOZA PLAZA SHOPPING	44,812,000	41,112,000	27,408,000
PATIO BULLRICH	27,211,500	19,542,500	10,164,000
RIBERA SHOPPING	13,933,000	16,214,000	4,527,000
SOLEIL PREMIUM OUTLET*	24,750,000	17,954,000	8,334,000
TOTAL	693,429,000	721,879,000	364,479,000

The Patio Olmos shopping mall is not operated by IRSA.

* Estimated consumption.

** The water consumption of the Dot Baires Shopping mall includes the water consumption of the Dot Building.

ENERGY

WE IMPLEMENTED AWARENESS-RAISING ACTIONS FOR THE GENERAL PUBLIC AND OUR PERSONNEL, THROUGH POSTERS AND INSTALLATIONS SUCH AS LED LIGHTS, MOTION SENSORS, AND IMPROVEMENTS IN HEATING SYSTEMS, TO PROMOTE AND GUARANTEE ENERGY SAVINGS.

We monitor the energy consumption of all our establishments on a monthly basis. At the same time, every year, new projects are analyzed and, on an ongoing basis, actions are taken to minimize consumption, which include:

- Improvements in air conditioning technologies.
- Facilities maintenance and constant monitoring.
- Awareness campaigns on resource care for own personnel, tenants and customers.
- In our offices, we automated the switching on and off of lights in meeting rooms, through sensors that detect movement, preventing the light from remaining on when the room is not being used.
- We automated the speed of escalators, slowing them down when they are not being used.
- Regarding lighting, in all our shopping malls the replacement with LED technology is being carried out, which is around 90% complete.
- In **Mendoza Plaza Shopping** mall, solar panels were installed on the roof of some parking spaces.

In addition, photovoltaic panels will be installed in the **Alto Palermo, Distrito Arcos, Dot Baires Shopping** and **Alto Rosario Shopping** malls. These will work in parallel with the grid (on-grid system) without the need to use batteries, i.e., the on-grid system means that all the energy generated is injected directly into the grid. The use of renewable energy avoids the use of fossil fuels, thus helping to reduce the generation of greenhouse gases that cause climate change.

Energy Consumption (in GJ)	2023	2022	2021
Total fuel consumption	21,171	16,554	13,004
Total consumption of fuels from non-renewable sources*	21,171	16,554	13,004
Total fuel consumption from renewable sources**	-	-	-
Electricity, heating and steam purchased for consumption	432,141	372,093	263,021
Electricity, heating, cooling and steam self-generated	24	43	43
Electricity, heating, cooling and steam sold	-	-	-
TOTAL	453,336	388,690	276,069

* Diesel oil and gas. ** Garages with photovoltaic panels in Mendoza Shopping mall. The decrease is due to different situations: dirt on the panels, the action of some electrical protection that produced the temporary output of the photovoltaic plant.

Electricity Consumption (kWh)	2023	2022	2021
Offices			
200 DELLA PAOLERA	5,321,280	3,924,000	3,046,560
DOT BUILDING	1,489,844	1,580,440	1,193,908
INTERCONTINENTAL PLAZA	5,247,360	5,253,240	5,528,520
PHILIPS BUILDING	978,860	1,102,580	1,076,570
SUIPACHA 652/64	88,300	106,130	114,867
ZETTA BUILDING	2,577,106	2,219,619	1,936,700
TOTAL	15,702,750	14,186,009	12,897,125
Energy efficiency (kWh/m²)	211.08	169.10	153.73

Electricity Consumption (kWh)	2023	2022	2021
Shopping Malls			
ABASTO SHOPPING	16,553,796	14,378,362	8,677,390
ALCORTA SHOPPING	6,652,700	5,631,700	3,666,200
ALTO AVELLANEDA	10,450,218	8,584,782	5,313,050
ALTO COMAHUE	4,700,851	4,208,400	2,848,350
ALTO NOA SHOPPING	6,422,180	5,975,774	4,582,682
ALTO PALERMO	11,497,500	9,741,600	5,930,400
ALTO ROSARIO SHOPPING	11,966,400	9,104,091	6,147,671
CÓRDOBA SHOPPING	6,843,708	6,048,056	5,236,848
DOT BAIREs SHOPPING	15,139,056	12,746,560	8,119,092
DISTRITO ARCOS PREMIUM OUTLET	822,392	749,967	678,548
MENDOZA PLAZA SHOPPING	3,967,969	4,009,656	2,961,360
PATIO BULLRICH	4,307,886	4,024,292	3,030,040
RIBERA SHOPPING	1,308,089	989,178	715,062
SOLEIL PREMIUM OUTLET	3,703,600	2,980,739	2,257,700
TOTAL	104,336,345	89,173,157	60,164,393
Energy efficiency (kWh/m²)	310.69	265.66	179.24

The Patio Olmos shopping mall is not operated by IRSA.

WASTE

We are working on a new paradigm for waste management in shopping malls, promoting the reduction of waste disposed of in landfills and increasing the materials that are recovered. We implemented 2 pilot projects in **Córdoba Shopping** and **Alto Palermo**, based on circular economy, from which we will move forward with the diagnosis of the other shopping malls and the implementation plan.

Until this new circular economy management is completed, in all our shopping malls, separation at source is carried out in the two fractions: wet (non-recyclable) and dry (recyclable). In four of them (**Alto Rosario Shopping, Alcorta Shopping, Alto Palermo** and **Distritos Arcos**) a third fraction is separated, called organic, which is generated in the elaboration of food of the gastronomic establishments. This waste is collected by the municipalities for composting. The material obtained is used for landscaping boulevards and public flowerbeds.

In 2023, we conducted training and implemented the separation in kitchens and warehouses of **Patio Bullrich**, to join the differentiated collection of the City of Buenos Aires. In the southern area of the City of Buenos Aires, in addition to the separation of organic waste, aggregates, PET and pruning waste are collected. There is a modern aerobic fermentation plant that accelerates the composting process of organic waste.

OUR COMMITMENT AND OBJECTIVE IS TO SEPARATE AS MUCH WASTE AS POSSIBLE IN ORDER TO REDUCE THE VOLUME OF WASTE DIRECTED TO FINAL DISPOSAL, TRAINING AND RAISING AWARENESS AMONG OUR PERSONNEL AND THE GENERAL PUBLIC. TO THIS END, PARTNERSHIPS WITH COOPERATIVES AND COMPANIES ARE ESSENTIAL FOR THE REINTRODUCTION OF THE MATERIALS IN THE INDUSTRY.

Mainly in shopping malls, a control of waste generation is carried out, where the types and quantities of materials generated are identified in order to evaluate their recycling. Based on this information, we contact the cooperatives or organizations that are in charge of collecting and then commercializing this material, resulting in a reduction of waste. For both wet and dry waste, we have certificates of collection or final disposal, which we receive from the cooperatives or transporters, where they inform us about the amount of waste collected and where they dispose of it. During the fiscal year, we recovered:



Waste Generated (in t)	2023			2022			2021		
	Waste generated	Waste diverted from disposal	Waste directed to disposal	Waste generated	Waste diverted from disposal	Waste directed to disposal	Waste generated	Waste diverted from disposal	Waste directed to disposal
Cardboard	725.32	725.32	-	869.80	869.80	-	464.41	464.41	-
Plastic	10.64	10.64	-	41.65	41.65	-	36.93	36.93	-
Glass	15.78	15.78	-	8.07	8.07	-	8.89	8.89	-
Metal	1.89	1.89	-	2.00	2.00	-	-	-	-
Recyclable mix	51.39	51.39	-	20.26	20.26	-	1.48	1.48	-
Organic	35.22	35.22	-	41.40	41.40	-	24.08	24.08	-
Wet	4,136.88	-	4,136.88	4,102.27	-	4,102.27	1,974.22	-	1,974.22
Hazardous	17.46	-	17.46	6.08	-	6.08	-	-	-
TOTAL	4,994.58	840.24	4,154.34	5,091.54	983.19	4,108.35	2,510.02	535.80	1,974.22

Waste from Buenos Aires shopping malls (City of Buenos Aires, Solei and Alto Avellaneda).

Waste diverted from disposal by recovery operation (in t)	2023	2022	2021
Non-Hazardous Waste			
Recycled*	805.02	941.78	511.72
Other recovery options**	35.22	41.40	24.08
TOTAL	840.24	983.19	535.80
	17%	19%	21%

* Corresponds to recyclable waste.
 ** Corresponds to organic waste.

Waste directed to disposal by recovery operation (in t)	2023	2022	2021
Non-Hazardous Waste			
Incineration (without energy recovery)*	17.46	6.08	-
Non-Hazardous Waste			
Transfer to landfill**	4,136.88	4,102.27	1,974.22
TOTAL	4,154.34	4,108.35	1,974.22
	83%	81%	79%

* Corresponds to hazardous waste.
 ** Corresponds to wet waste.

In addition, we work with the tenants, continuously reinforcing the correct management of waste, communicating through circulars, tours and training and reminding them about the materials to be separated in each of the three fractions (recyclable, wet and organic), the corresponding bag color (according to current regulations) and the sectors for their collection.

In the kitchens of gastronomic stores, used vegetable oils (UVOs) are generated, which are used in frying and cooking. The company promotes the transformation into biodiesel of the vegetable oil used by the gastronomic tenants of our shopping malls. Each tenant has a circuit of collection of these oils to be used as an input in a productive process: the production of biodiesel. In this way, water contamination is avoided by not draining the oils through the usual kitchen pipes and giving a second use to the resources.

WASTE MANAGEMENT PLAN 4.0, BASED ON THE CIRCULAR ECONOMY

Córdoba Shopping is the first shopping mall to implement an **Integrated Waste Management Plan** from the circular economy paradigm. By incorporating new practices and habits, it aims to reduce waste generation, increasing reuse and recycling.

The Circular Economy helps transform the economy towards a sustainable future. IRSA intends to implement this project in the following years in all the shopping malls in the country. This project began in May with a diagnosis of the situation. For this purpose, we have a key strategic partner, a local consulting firm that has been working in management for many years. With their experience and diagnosis, a work plan was proposed by the external team and all the shopping mall personnel. This was key to ensure that the schedule and work plan could be completed in a proper and timely manner.

The plan included a waste management diagnosis, improvement in separation at source, design of differentiated collection, thinking about revaluation and recycling 4.0, preparation of the waste management plan, training of internal personnel and tenants, and implementation of the plan with the improvements proposed. It took four months of intense and continuous work, with a united and motivated team to implement the project, from which ideas and proposals arose and, in this way, it has been decided to continue working. We were able to revalue and recycle:



Eco-bottles



Caps



Glass



PET



Paper and cardboard



Vegetable oil

ELECTRONIC WASTE: ELECTRONIC SCRAP AND WEEE

We work to recover and recycle electronic scrap with companies such as [Red Reciclar](#), dedicated to the reuse of electrical and electronic equipment, either for recycling or repair for the equipment of public schools and other organizations. We also certify the traceability of those parts and components that cannot be reused, thus ensuring the closing of the cycle and the proper management of waste.

More information: [here](#)

OTHER ENVIRONMENTAL INITIATIVES

THESE INITIATIVES SUPPORT AND REINFORCE EXISTING LEGISLATION ON THE SUBJECT, SUCH AS THE BAN ON THE USE OF PLASTIC STRAWS IN THE CITY OF BUENOS AIRES.

Each year, we follow the environmental calendar following the slogans designated by the United Nations for World Environment Day, Earth Day, World Water Day and World Recycling Day, promoting the participation of all people.

LOVE BOTTLES (*BOTELLAS DE AMOR*)

Together with **Fill a Bottle with Love (*Llená una botella de amor*) Foundation**, we encourage our employees to assemble their bottles filled with flexible plastics (wrappers for cookies, noodles, rice, yogurt and candy containers, among others). The Foundation uses these materials and manufactures plastic wood with which they build furniture for children's playgrounds and outdoor furniture for schools. This year, collection points for customers in shopping malls have been added, facilitating the transfer to the Foundation, acting as a bridge between citizens and Fill a Bottle with Love. In addition, in **Alto Palermo, Abasto, Alcorta, Alto Avellaneda, Distrito Arcos** and **Dot Baires Shopping** malls, containers will be installed to collect the bottles that the Foundation will later transform into plastic wood.

REDUCTION OF PAPER USE

We implement state-of-the-art printers, which allow us to use resources efficiently, printing double-sided by default, which leads to energy and paper savings. It is only printed when the interested party marks the printing with their personal card, rejecting printouts that are not validated. The reams of paper purchased by the company are FSC (Forest Stewardship Council) certified,

guaranteeing that the products came from responsibly managed forests and that they provide environmental, social and economic benefits. Recycled sheets began to be included for uses that do not particularly require white sheets.

As a result of the company's decision to digitalize all documents, together with the reduction of storage space, all the paper collected is delivered to a local cooperative. In the main offices and shopping malls, traditional sheets were replaced by natural sheets; these are made of 100% sugarcane fiber, 0% tree fiber and 0% chemical bleaches. We are also working to extend this action to all shopping malls in the City of Buenos Aires and the Province of Buenos Aires.

BOLSÓDROMOS

Our shopping malls carried out awareness-raising actions to reduce the use of plastic bags aimed at our customers. Anyone who brought plastic bags for recycling was given a cloth bag with the mall's logo to reuse in their purchases.

SUSTAINABLE MOBILITY

Exclusive bicycle parking is available in offices and shopping malls, as well as changing rooms and lockers. The purpose of this benefit is to encourage the use of bicycles to prevent employees from using their own vehicles and public transportation. This means investing time in physical activity, reducing sedentary lifestyles and contributing to the reduction of greenhouse gases, which cause climate change.

GREEN POINTS

In some of our shopping malls we have different Green Points, a space for visitors who want to bring the caps and plastics generated in their homes. In this way, these materials can be recovered by foundations such as Garrahan and local cooperatives. Also, materials such as cardboard, aluminum cans, glass and pallets are separated and recovered by work cooperatives for recycling, giving them a re-

entry into the local economy.

In **Alto Palermo** we incorporated the new tables in the fast food court, made from recycled plastics, and in the rest areas we placed flowerpots and plastic wood benches, made from recycled plastics, which also have cell phone chargers. The advertising banners, which are replaced, are recovered by Fracking Design to make notebook holders, cases, backpacks and bags.



PET FRIENDLY

Distrito Arcos, Dot Baires Shopping, Córdoba Shopping and **Mendoza Plaza Shopping** are Pet Friendly shopping malls. Customers can now visit and enjoy the experience of shopping with their pets, as well as circulating in open and closed spaces of the malls. For a good coexistence, regulations have been established to continue enjoying the experience comfortably and safely.

We continually raise awareness in the shopping malls about the responsibility of our actions on the environment, taking advantage of special days such as Mother's Day, Arbor Day and the start of school, among others, to hold different workshops with ecological materials, or awarding prizes that demonstrate our work based on the circular economy.

EDUCATION AND TRAINING PROGRAM

We continue to develop our **Training, Education and Awareness Program** in environmental management and responsibility. The main topics are: waste management and efficient use of resources, such as water and energy. From the new environmental strategy, awareness on climate action, carbon footprint and actions to be implemented are incorporated. Training and actions aimed at the staff of the shopping malls, tenants of the establishments and related suppliers are carried out, involving the cooperatives of urban waste collectors to share their experience, learn about their work and the importance of proper waste management. In addition, platforms such as Microsoft Teams or Zoom are used to train and educate -virtually- collaborators and suppliers of shopping malls outside Buenos Aires.



COMMUNICATION AND AWARENESS

Every year, we follow the environmental calendar following the slogans designated by the United Nations for World Environment Day, Earth Day, World Water Day and Recycling Day, promoting everybody's participation. The Environment area works on training and environmental awareness of our personnel and suppliers, on the outstanding issues of the year due to their particular interest and the usual topics of environmental management, in search of continuous improvement.

In our JAM corporate network, we have an "Environmental Awareness" section, where we frequently publish environmental communications that help us rethink our relationship and change our habits in pursuit of caring for the environment. We encourage our employees to share the daily actions they carry out in their homes or workspace to protect the environment.



GREEN BUILDINGS

Material Topics: Waste Management, Energy Efficiency and Renewable Energy, Water Management, Climate Change

GRI Disclosure: 3-3

KPIs

- Certifications: Works, Quality in operations, Real estate.
- Increase in the percentage of the certified portfolio.

Achievements

- LEED Gold Core & Shell 200 DELLA PAOLERA certified.
- 74% of premium LEED-certified office portfolio.

Future Goals

- Certification in shopping malls (energy efficiency/waste management).



GREEN BUILDINGS

As part of our Strategy, we seek to achieve high standards of environmental certification in our real estate projects, with the aim of having a modern and sustainable portfolio. The new projects incorporate sustainability standards and criteria adapted to the activity and expected commercial destination, such as systems for the use of rainwater and condensate water, the slowing down of rainwater discharge, the increase of green spaces, facilities and equipment with more efficient technologies, among others.

CIRCULAR ECONOMY NETWORK

Our shopping malls located in the City of Buenos Aires are part of the [Circular Economy Network](#), an initiative of the Government of the City of Buenos Aires, which generates a coordinated workspace between the different actors that are part of society (companies, NGOs and universities) to build a more sustainable city.



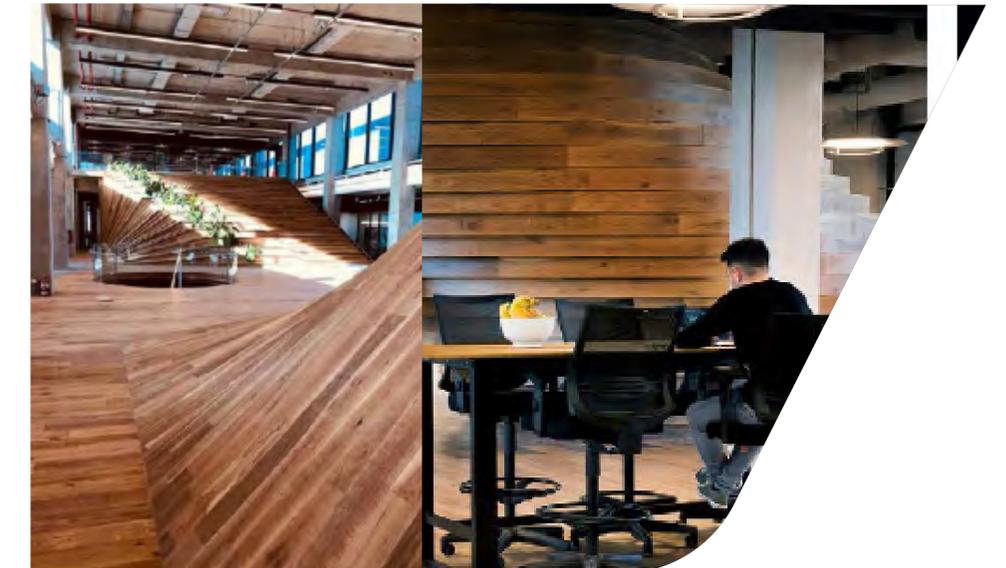
us with their own waste management, which is another step in the certification process. In this way, we help a greater number of companies to become part of the Circular Economy Network.

IRAM COVID-19 PROTOCOL SEAL

During the COVID-19 pandemic, the Company demonstrated to tenants and visitors its commitment to comply with the best practices that guarantee safety in shopping malls, through the certification of the **COVID-19 Protocol Seal**, verified by the IRAM organization, for the 14 shopping malls of the Company. This is verified by IRAM and is aimed at the 14 shopping malls operated by IRSA..



Adherence to this initiative implies our commitment and effort to work on different actions that strengthen recycling and promote the circular economy. As part of this initiative, the **Ministry of Public Space and Urban Hygiene of the City of Buenos Aires** granted the **Green Seal** to **Alto Palermo** shopping mall, the first shopping mall to achieve this certification with a 2-star rating, which implies good practices and commitment to responsible waste management. The certification process included training for both tenants and personnel and audits conducted by the City Government. We are currently recertifying **Alto Palermo** shopping mall, inviting tenants to join



⁴ Alto Palermo, Dot Baires Shopping, Alcorta Shopping, Patio Bullrich, Distrito Arcos and Abasto Shopping malls.

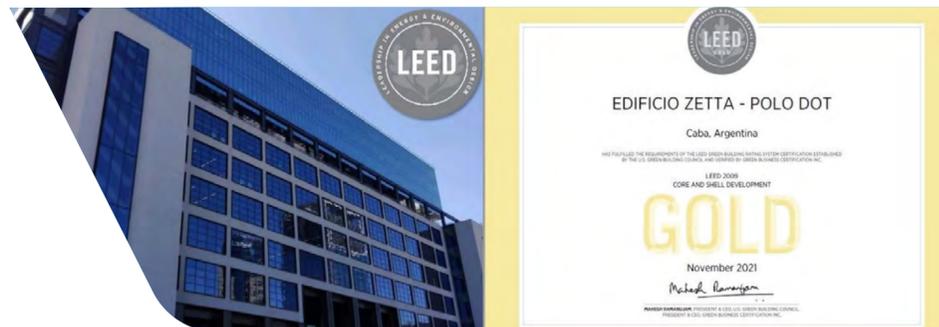
LEED CERTIFICATIONS IN OFFICES

74% OF OUR PREMIUM OFFICE PORTFOLIO HAS A LEED SEAL AND SEVERAL TENANTS ARE IN THE PROCESS OF CERTIFYING THEIR INTERIORS, PROMOTING ENERGY AND ENVIRONMENTAL DESIGN, QUALITY OF LIFE AND HEALTHY WORKSPACES.

The Leed Gold & Shell certification (Leadership in Energy and Environmental Design), awarded by the U.S. Green Building Council, recognizes our commitment to sustainable real estate development, incorporating, in construction, aspects related to energy efficiency, improvement of indoor environmental quality, water consumption efficiency, sustainable development of open spaces on the site and the selection and recycling of materials.

Zetta Building

The **Zetta Building**, inaugurated in May 2019, located in the Polo Dot shopping complex in the north area of the City of Buenos Aires, achieved the **Leed Gold Core & Shell** certification from the U.S. Green Building Council, surpassing its SILVER pre-certification. Based on this certification, it was established the duty to report the water and energy consumption of the building for a period of five years, in search of a better management of natural resources.



200 Della Paolera

In July 2023, our latest development (inaugurated in December 2020), the **200 Della Paolera building**, located in Catalinas Norte, City of Buenos Aires, obtained **LEED Gold Core & Shell** certification. This recognition is of great value for the company, which seeks to achieve high environmental quality standards in its real estate developments, with the aim of having a modern and sustainable portfolio.



More information: [here](#)

MAIN FEATURES OF 200 DELLA PAOLERA

- Use of materials with recycled content.
- Reuse of at least 75% of recyclable elements during construction, through reuse, recycling or donation.
- Use of regional materials to favor the local economy and reduce transportation emissions.
- Provision of space and elements to manage recyclables while the building is in use.
- Provision of a sustainable design guide for future tenants.
- Use of rainwater for irrigation.
- Selection of low-flow sanitary fixtures and faucets to streamline water use.
- Study of ventilation and filtering flow rates to improve air quality for building occupants.
- On-site audit and sub-metering of the main energy systems to promote energy saving and conservation strategies.
- Location selection to encourage the use of public transportation.
- Provision of bike racks and showers for occupants to support sustainable mobility.



COMMUNITIES

Material Topic: Contribution to Local Community Economic Development

GRI Disclosures: 3-3, 413-1

KPIs

- Community development programs.
- Access to health, education and housing.
- Support for microenterprises.

Achievements

- Community contribution and work with the cooperative and NGO Vivera, in the Rodrigo Bueno neighborhood, a community close to the future Costa Urbana development.
- Work activities coordinated with the Government of the City of Buenos Aires in the Mugica neighborhood (near Patio Bullrich and Alcorta Shopping malls).

Future Goals

- Social projects with an impact on vulnerable neighborhoods, focusing on education, health and inclusion.



SOCIAL INVESTMENT INITIATIVES

We work with the communities in which our business units operate, respecting the interests of both parties, balanced with our economic, environmental and social values. We understand that our shopping malls are a window that showcases not only our values, but also those of the major brands that occupy each space within each store. The passage of more than one hundred million people per year represents a great advantage and a huge responsibility for the communication of our community activities, being the ideal place to disseminate, make visible and raise awareness of issues of interest to society and act accordingly. Work axes:

EDUCATION / SOCIAL STRENGTHENING / INTEGRATION AND INCLUSION

In addition, year after year, we get involved with numerous civil society organizations to promote the purpose of helping those who need it most. We invite our personnel to be part of different actions, with the dual purpose of helping those in need and raising awareness about the need to get involved with the community. Through IRSA Foundation, the donations made by all the Group's personnel to public welfare entities of their choice are tripled.



* For details of all the NGOs with which we have a relationship, see [Note 2 in Chapter 4](#)

⁵ The NGOs benefited in this edition were: Alegría Intensiva; Detrás de Todo; APADEA; Children's Villages; Haciendo Caminos; Fundación Leer; Plato Lleno; Uniendo Caminos; Banco de Alimentos Córdoba; Fundación CONIN; Fe y Alegría; Fundación Ruta 40 and Junior Achievement.

Below are some of the activities carried out:

EDUCATION

DAY OF HAPPINESS

The [International Day of Happiness](#) is celebrated on March 20, declared by the United Nations General Assembly, to recognize the relevance of happiness and well-being as universal aspirations of human beings. A significant number of social organizations work every day in pursuit of this goal. Within this framework, we launched the Day of Happiness, a campaign in which we helped to meet the objectives of 13 social organizations throughout the country. The main focus, in selecting the organizations, was the development of educational programs. On Saturday March 25 and Sunday March 26, more than 25,000 people came to our shopping malls to support the NGO⁵ projects. We had different proposals, which included artistic makeup, workshops for boys and girls, informative talks, trivia and clown improvisations, among other activities.



ADDING AT MONSEÑOR ANGELELLI HIGH SCHOOL

Activities were developed with 3rd, 4th and 5th year students of both secondary school shifts, with the purpose of bringing new pedagogical tools and promoting the bonds of the educational community inside and outside the school:

- Workshops on Reflection and Action towards Voting for Young People: 145 students participated and 8 teachers supported the workshops, learning about tools and concepts for critical citizen participation.
- Didactic pieces for community projects: 80 young people received didactic pieces to carry out community projects, reinforcing initiatives being carried out within the school.
- Film Discussion at **Dot Baires Shopping** mall: 88 young people and 10 teachers participated.
- We closed the year with a day of film discussion at **Dot Baires Shopping** mall and, afterwards, we invited the students to lunch at McDonald's.

DELIVERY OF STICKER ALBUMS

We delivered more than 1,000 World Cup albums and more than 10,000 stickers to the public schools of Saavedra. In addition to the gift, the boys and girls learned about the countries and their geography, and took part in different challenges to win stickers together with their classmates.

ENTREPRENEURSHIP FAIR

Students from 60 public and private high schools participated in the Entrepreneurship Fair at **Abasto Shopping** and **Córdoba Shopping** malls. Young people from 4th and 5th grades who participated in the *Aprender a Empezar* program sold the products they created. Within the framework of this program, the young people create, organize and operate a real enterprise. Through this exercise, students understand the steps necessary to start their business, experience the importance of taking risks, making decisions and working as a team. The possibility of real sales in the shopping malls was a unique experience to put into practice everything they had learned.

VISIT OF THE SCHOOL OF SALADILLO

In October we received, at **Dot Baires Shopping** mall, students of the Electromechanical Technician specialty of 2nd and 6th year of the Technical Secondary School No. 1, Gral. Savio de Saladillo. On this occasion, they toured a commercial building of intelligent management, knowing and learning about different equipment and technologies. They observed and analyzed the facilities, to solve the technical work requested in the subject Mechanical Systems. We welcomed them with breakfast, they attended the lectures and made the technical visits and, at the end, we invited them to have lunch at McDonald's.

ANIMANDO VIDAS PROJECT

Together with the NGO [Animando Vidas](#), we developed a book for students in the second cycle of 4 primary schools to learn animation. The project included the design and development of a book where students could learn the tools to learn how to design and animate. The theme of the book is based on the concept of sustainability with concrete examples and instructions to learn, in a fun way, about animation. The project is developed during the school year and ends with the making of a short film, which is screened at **Dot Baires Shopping** Cinemas.

IN THIS FIRST EDITION, WE REACHED 500 BOYS AND GIRLS FROM 4 PUBLIC SCHOOLS.

SOCIAL STRENGTHENING

WORKSHOPS FOR CHILDREN AND YOUNG PEOPLE WITH DIBAGO

With the aim of supporting and strengthening the community of Rodrigo Bueno, we support different social investment projects. One of the chosen ones was carried out with the [Dibago](#) team, putting together an annual activity plan. In a first stage, the activities to be carried out in the coming months, the purchase of materials and the hiring of professionals and teachers were planned. As part of the planning, workshops were planned for the customization of soccer jerseys, boots and balls, the organization of a community event (festival or championship) and corporate volunteer days.

RECONDITIONING OF THE SOCCER FIELD IN RODRIGO BUENO

This proposal was intended to enhance the neighborhood football field. The activity was carried out with the "Gestar Barrio Rodrigo Bueno" Work Cooperative, generating work for its members. The field was refurbished and painted, 5 outdoor floodlights were purchased as well as high traffic paint, paint to mark out the field, football and volleyball goal nets, and football and volleyball balls for the whole community to use.

PLIC PLOC WORKSHOPS AT SCHOOL NO. 13, DR. IGNACIO LUCAS ALBARRACÍN

For the tenth consecutive year, we financed the annual circus project at the public primary school of Saavedra, Dr. Ignacio Lucas Albarracín, next to **Dot Baires Shopping** mall, with circus classes for students from 3rd to 7th grade. Most of the students who attend this institution are residents of the Mitre neighborhood. The presence of the circus has improved school attendance by families and also improved relations between students.

CHILDREN'S DAY TOGETHER WITH CHILDREN'S VILLAGES AND PELOTA DE TRAPO FOUNDATION

We celebrated Children's Day together with [Children's Villages](#) in **Abasto** and **Alto Palermo Shopping** malls, and [Pelota de Trapo](#) Foundation in **Alto Avellaneda Shopping** mall. The NGOs prepared games for the families and handed out books and other gifts.



TOY FACTORY VOLUNTEERING

In December, we went to [Fundación SI](#) with our personnel to participate in a day of toy making for children from shelters and soup kitchens. Más información: [here](#)

GOSPEL CHOIR IN DISTRITO ARCOS

In August, we offered the amphitheater of **Distrito Arcos** to the Buenos Aires Gospel Choir to perform a repertoire of songs. They performed a flashmob with 23 singers and then sang 5 songs.

WE MAKE IT CIRCULAR VOLUNTEERING

This is an internal program through which all the objects that people forget in the company's shopping malls are revalued. The volunteer team classifies and makes an inventory, and then donates the objects to the social organizations that need them most. On this occasion, we sorted 920 items, which were distributed to the Miriam Benítez soup kitchen and the [Don Bosco Foundation](#). We delivered bicycles, clothes, shoes, backpacks, umbrellas and books, among others.



"It was a very nice experience. The team worked together, with very good energy. I liked the fact that people from the organizations to which we donate can come and tell us how this type of action impacts the community in which they work. I think that participating in this type of initiatives makes us leave the comfort zone in which we move, to thank and empathize with sectors of society that have a hard time, and sometimes seem far away from us, when we do not have a more direct contact as in these spaces".

Lucila Barreiro, employee and volunteer.

GARRAHAN FOUNDATION SOLIDARITY STORE

Throughout December and January, the [Garrahan Foundation](#) placed a gondola in **Abasto Shopping** mall, built with 100% sustainable materials, with solidarity and ecological products, which help to provide economic support to the Foundation.

WEAR THE T-SHIRT WITH FLEXER FOUNDATION

As we have done for more than 15 years, **Alto Palermo** Shopping mall has supported the Wear the T-shirt campaign of the [Flexer Foundation](#). More than 250 families collaborated with the purchase of a T-shirt designed by Gustavo Sala, who (together with other well-known cartoonists) drew T-shirts for the shopping mall public. For each T-shirt sold, a matching donation was made. Both the purchase of the T-shirts and Alto Palermo's donation helped more than 1,500 children with cancer to receive the foundation's services free of charge.



YELLOW FOR THEM

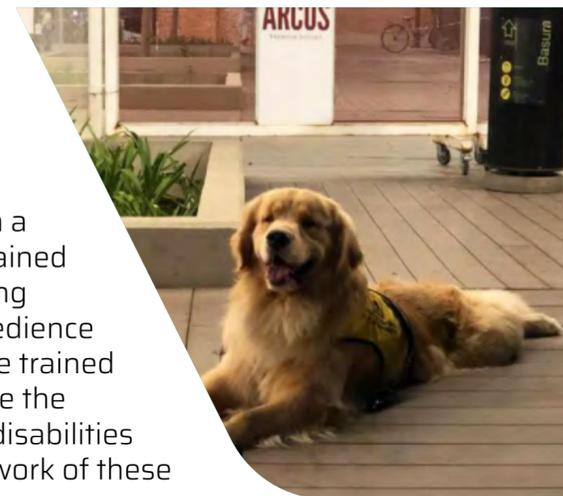
In **Abasto Shopping** and **Alcorta Shopping** malls, for the **International Childhood Cancer Day**, we carried out activities together with [Contá con Ache](#). We held raffles, workshops, games and we gave away, to those who participated, a reusable water bottle, which they could customize on the spot with markers and stickers.

MOVIE AND LUNCH AT SOLEIL PREMIUM OUTLET AND ALTO ROSARIO SHOPPING MALLS

We organized visits to the **Soleil Premium Outlet** and **Alto Rosario** Shopping malls, where we welcomed children from 4 to 11 years old, from the toy library of the [San Ignacio de Loyola Parish](#), and students from the San Juan Bautista High School, who could not make their graduation trip. These activities were very exciting, as many children and adolescents attended a movie theater for the first time.

ASSISTANCE DOG TRAININ

For 10 years, we have been supporting [Bocalán Argentina's](#) mission to train assistance dogs for people with disabilities. On a monthly basis, dogs are trained on the premises of shopping malls to work on social obedience commands. These dogs are trained as technical aids to improve the autonomy of people with disabilities who can benefit from the work of these animals.



GREENPEACE, MEMBERSHIP RECRUITMENT

We allow the presence of [Greenpeace](#) members' recruiters in our shopping malls, so that they can add people to support their cause.

DONATIONS OF EQUIPMENT

- **Intercontinental Plaza:** After moving the main offices to the new 200 Della Paolera building, together with IRSA Foundation, we donated more than 200 pieces of unused furniture from the Intercontinental Plaza building to different institutions.
- **Alto Avellaneda:** We donated furniture in excellent condition to the [Pelota de Trapo Foundation](#), which was made available to the shopping mall after Falabella's withdrawal. The Foundation has different programs for the integral care of more than 250 children in the district of Avellaneda, promoting daily food, medical care, education and work, and they also have a home. In the visit prior to the donation, the Foundation was able to select and choose the furniture according to the functionality of each one.
- **Computer equipment:** We donated five complete sets of computer equipment (CPU, monitor, keyboard and mouse) to the República de Turquía school, so that they could update the equipment with which the students have computer classes.



INTEGRATION AND INCLUSION

FINANCING FOR THE VIVERA PROJECT



Within the framework of the 50th anniversary of the celebration of [World Environment Day](#), established by the United Nations General Assembly to raise awareness about the importance of natural resources and their preservation, we financed the *Vivera* Project, located in the Rodrigo Bueno Neighborhood, next to Costa Urbana. The contribution allows continuing the training process by professionals from the NGO [Un Árbol](#), in order to consolidate its development as an organization, sustain the income for the members and start the process of autonomy where the cooperative does not depend on the support of the State or the NGO. The cooperative is made up of 14 low-income women, who produce more than 7,000 native plants per year and maintain a vegetable garden for self-consumption.

WOMEN PROGRAMMING THE FUTURE DISCUSSION GROUP

The [MediaPila Foundation](#) developed the Women Programming the Future Discussion Group at the Philips auditorium of Polo Dot. The event was aimed at graduates of the foundation and partner companies, and consisted of a face-to-face discussion group with 4 speakers from the world of technology. Mediapila is a non-profit organization dedicated to promoting the labor inclusion of women who live in a situation of socioeconomic vulnerability. It does this through a comprehensive work model, which includes teaching trades, personal development and job placement workshops. In 2020, it added a technology training course for women between 18 and 25 years of age living in vulnerable situations. This course aims, on the one hand, to provide training in basic programming concepts and, on the other hand, to build meaningful social ties, work on personal development and provide tools to enter and remain in the world of technology.



WOMEN ENTREPRENEURS FAIR

We invited the women who participate in the sewing workshops at [MediaPila Foundation](#) to sell their products in **Alto Palermo** Shopping mall. In this way, they were able to participate in a commercial environment within the shopping mall, selling out all the products on sale and empowering their work.

PONCHOS AZULES - UNHCR

During different dates of the year, members of [UNHCR](#) were present in **Alto Palermo** Shopping mall, adding partners to their organization. [UNHCR](#) works so that people who have had to flee a country against their will receive assistance and protection in a host country. They installed a poncho with their **Ponchos Azules** campaign, so that the public could learn about the work and mission of this organization and its actions. This intervention, in the mall, generated more than double the amount of donations for the NGO compared to other locations.

MEDIAPILA FOUNDATION'S WOMEN ENTREPRENEURS PROJECT

We collaborated with [MediaPila Foundation's](#) mission to promote the inclusion of women in the labor market. To this end, we financed a complete course for 20 women in the sewing trade. With a gender focus, what is promoted is the labor insertion and economic independence of women living in vulnerable situations.

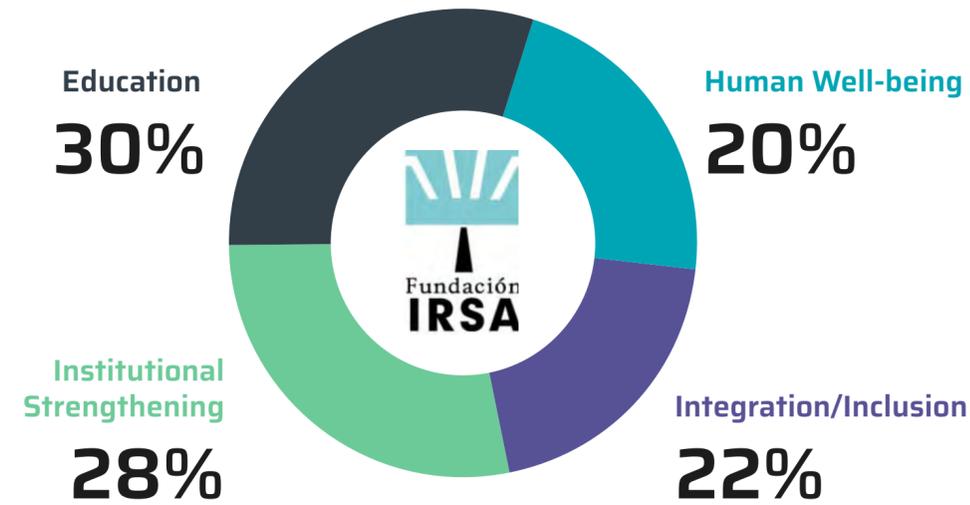
More information: [here](#)

IRSA FOUNDATION

IRSA Foundation was created in 1996, with the purpose of generating programs and supporting initiatives that promote the **integral development of people, with a special focus on Education, Human Well-being, Integration, Inclusion and Social Strengthening.** During the last year, it supported 87 civil society organizations, with the conviction that only through joint work and networking can we achieve the necessary changes for an equitable and inclusive society.

The work is framed in 4 axes, where sustainability is integrated in the daily actions, with the objective of opening efficient and innovative directions that guide social investment.

PERCENTAGE DISTRIBUTION OF SOCIAL INVESTMENT



For IRSA Foundation, fiscal year 2023 was one of many opportunities and challenges, in which we worked on the growth of the organization with a profile of greater institutional communication, through different contemporary channels. The Foundation has a great team and support, both from the professional environment that surrounds it and from its founders, allies and friends.

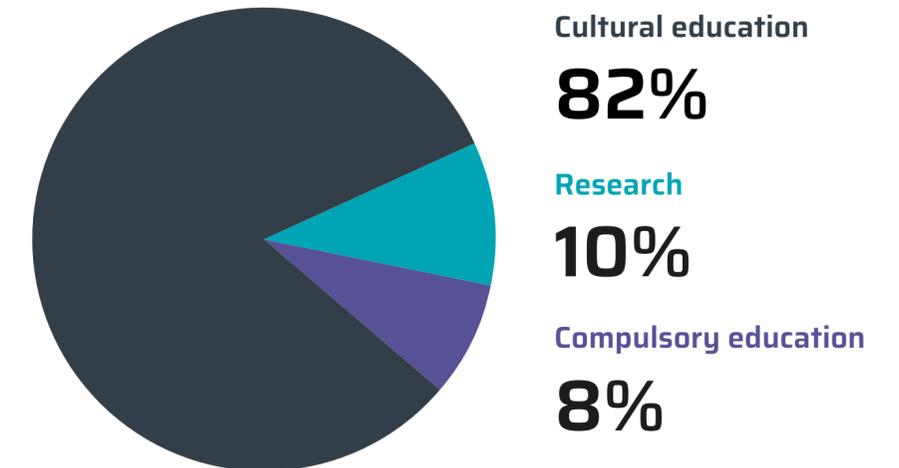
More information: [here](#)

The Foundation supported the creation of 4 observatories

1. Argentinos por la Educación Observatory
2. GDFE Health Observatory
3. Observatory of Employability of People over 45 years old.
4. Observatory on the Approach to Childhood Abuse

More information: [here](#)

EDUCATION



IRSA Foundation **promotes training, cultural learning, the legacy of traditions and research in education**, to enhance the development of people, with the intention of supporting and developing projects that provide new training opportunities in formal and non-formal education.

440 SCHOLARSHIPS WERE AWARDED TO PRIMARY AND SECONDARY SCHOOL STUDENTS.

OBSERVATORY OF ARGENTINOS POR LA EDUCACIÓN

Since its inception, it has supported the Observatory of [Argentinos por la Educación](#), an organization that seeks to transform education through the analysis of statistical data, agreements and social mobilization. The objectives of the observatory are:

- To make visible the main challenges of Argentine education based on evidence.
- To generate spaces for dialogue among the main actors of the educational ecosystem.
- Strengthen the voice of citizens in search of solutions for education.



ARS 250.8 M
social investment
(IRSA Foundation)



87
alliances with
different NGOs



+ 60.000
beneficiaries

One of its main guidelines is to promote long-term relationships with the different audiences with which it interacts -communities, NGOs, national and international public organizations, companies, academia, collaborators, volunteers, among others- through exchange and dialogue with each of them. This allows it to find new ways of collaboration and improvement in each instance.

The Foundation continues to strengthen its **commitment to the generation of quality data** to build evidence for decision making, through the creation of data reservoirs, observatories and research centers. In order to influence the creation of public policies, the data obtained are disseminated to the scientific, academic and social community.

Eleven reports were published, with a reach of + 78,000,000 impacts, which have made known realities that are difficult to address, but are a priority in the educational policy of our country.

Its interactive data platform, the largest in the country, contains almost 90 million public records on key indicators of the education system, such as access, system efficiency (repetition rates, effective promotion rate, inter-annual dropout, etc.), human resources, physical and financial resources, and results.

TRAINING OF YOUNG PEOPLE IN VALUES

The Foundation collaborated with entities that promote cultural learning, and with organizations that disseminate religious teachings and traditions, through educational projects and professional training. In this sense, the young population was especially valued, being aware of the existing difficulties in accessing opportunities in several areas (such as education, social or labor). These programs work at the national level to contribute to the development and personal growth of children and young people, based on the values of integration and empowerment. The ultimate goal of all activities is to strengthen the construction of identity, creativity and learning through value propositions for the country's young people.

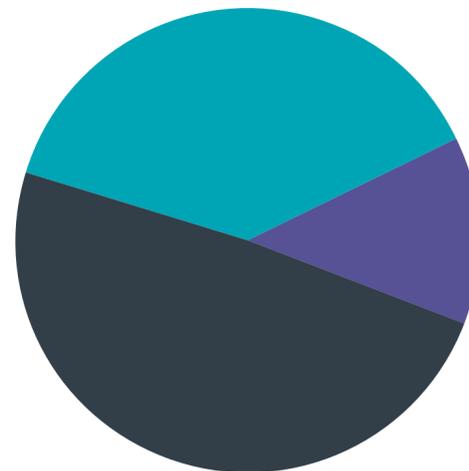
WE SUPPORTED THE FORMATION IN VALUES OF 4,660 YOUNG PEOPLE.

PROMOTION OF CULTURAL SPACES

IRSA Foundation has programs that integrate its investment in education and culture, one of the main pillars of its work. Therefore, it supports the renovation of exhibitions in museums and scholarships for schools to attend guided tours free of charge. To this end, it supported Cultural Managers, the [Holocaust Museum](#) and the Latin American Photo Library. Since its inception, IRSA Foundation has promoted the [Itinerant Museum of Photography](#), created by the Latin American Photo Library, a unique cultural project in the country, with free access, free of charge and available 24 hours a day. In 2022, the Itinerant Museum of Photography traveled more than 8,000 kilometers and received more than 120,000 visitors, who enjoyed exhibitions of photographs by renowned Argentine artists.



HUMAN WELL-BEING



Equipment/Building improvements

38%

Health training

13%

Food emergency

49%

The Foundation works with a focus on health and well-being, **promoting initiatives that guarantee the essential conditions for people to lead a dignified and healthy life and, thus, achieve integral human well-being.** Since 2014, funds were allocated to improve hospital equipment and provide state-of-the-art devices and health supplies to hospitals and health centers.

GARRAHAN FOUNDATION

The [Garrahan Foundation](#) was supported in the development of the first Mobile Simulation Center in the country, which guarantees periodic training for health professionals throughout Argentina. The mobile simulation center simulates essential aspects of a clinic and then acts in real practice. The simulation runs the practice model on real patients, with the mission of perfecting skills on high-fidelity technology.

PONTIFICAL CATHOLIC UNIVERSITY OF ARGENTINA

The Simulation Clinic was equipped for students of the [Catholic University](#), a space where they can train by emulating the care they would provide to their patients, while they are observed and graded by the teaching staff.

GUTIÉRREZ HOSPITAL AND MUÑIZ HOSPITAL

RSA Foundation supported the remodeling of the new Sterilization Center and the expansion of the Intensive Care Unit at [Gutiérrez Hospital](#); it also collaborated with the purchase of supplies for the Endoscopy Unit and the Hemotherapy and Mycology Service at [Muñiz Hospital](#).

HEALTH OBSERVATORY OF THE GROUP OF FOUNDATIONS AND COMPANIES

Together with other entities, the [GDFE Health Observatory](#) was co-created, an initiative that seeks to contribute to the construction of public-private consensus for the design, implementation and sustainability of state policies with health rationality, perspective of rights and proven effectiveness.



PROFESSIONAL TRAINING

For the last 6 years, it has been promoting professional training in technical and undergraduate courses, which are part of the Argentine health care system, in addition to purchasing the necessary teaching material for students to carry out their studies. Today, more than 600 students have a degree that enables them to practice professionally.

“The training of all the people who study in our schools is guided by our 7 Fundamental Principles, highlighting the Humanity Principle, which expresses the need to act to prevent and alleviate human suffering, protecting life and health and ensuring respect for the human being. We thank IRSA Foundation for its constant commitment and support, which fosters innovation and contributes to the training of professionals with the highest standards of knowledge”.

Cristina Cantatore, Under-Secretary of Education of the Argentine Red Cross.

RSA FOUNDATION CONTRIBUTES TO ARGENTINA’S HEALTH THROUGH SCHOLARSHIPS IN NURSING AND HOSPITAL EQUIPMENT. FOR 6 YEARS, WE HAVE CONTRIBUTED WITH 1,279 SCHOLARSHIPS FOR NURSING STUDENTS AND DEVELOPED THE FIRST MOBILE SIMULATION CENTER IN THE COUNTRY.

To see the video that compiles some of the projects and alliances we have carried out in recent times, strengthening our commitment to the Human Wellbeing of people, click [here](#).

POWER YOUR PROJECT [POTENCIA TU PROYECTO]

The first edition of the IRSA Foundation and [Garrahan Foundation](#) award, **Power your Project**, was launched, in which more than 20 NGOs participated in order to develop projects related to health and education. The winners were those presented by [Cruzada Patagónica Foundation](#) and [Ruta 40 Foundation](#).

• The Travelling Center for Training in Rural Trades (CIFOR, for its acronym in Spanish), of [Cruzada Patagónica Foundation](#), aims to

contribute to the development of rural communities and rural areas in western Patagonia, through training and education in job skills.

• By means of workshops on values training for students, fathers, mothers and teachers in rural schools in Río Negro, [Ruta 40 Foundation](#), with its Sumemos Valor program, aims to strengthen soft skills, providing tools that enable the community to face adverse situations.

Likewise, the proposals submitted by [El Pobre de Asís Foundation](#), [Pequeños Puentes Foundation](#), [Don Arte Argentina](#) and [Ciudad Limpia Foundation](#) received honorable mentions and training in cardiopulmonary resuscitation (CPR).

“Power your Project arises with the intention of continuing to be a bridge for the training of human resources working in critical areas, in order to improve education in our country, strengthening the federal assistance network”.

Silvia Kassab, Executive Director of the Garrahan Foundation.

VECTOR COMMITMENT WITH ACCESS TO FOOD

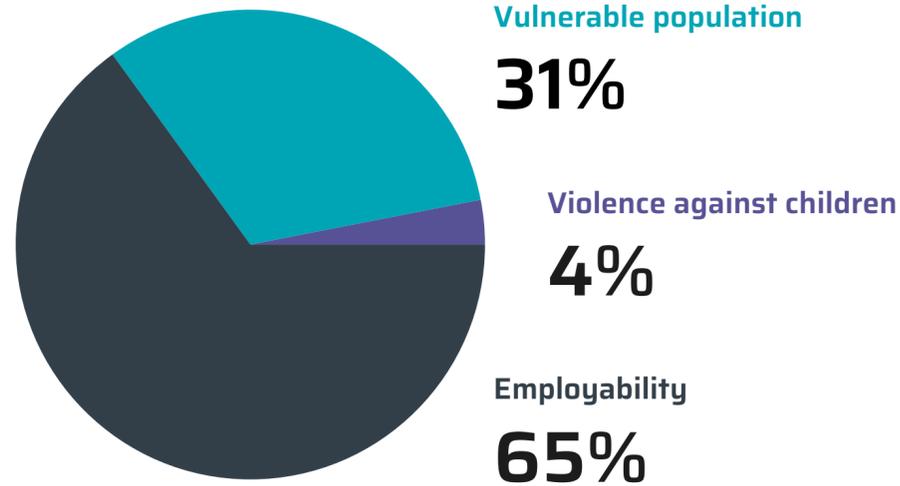
IRSA Foundation allocated financial resources to 18 community soup-kitchens and to more than 4,000 people per month, with the aim of supplementing their food with fruits, vegetables, meat and dairy products, and to provide them with cleaning and personal hygiene items.



“We want to thank you for all these years, where they were accompanying and contributing with healthy and nutritious food. Your collaboration was fundamental to be able to vary and nourish the food dishes, with meat, fruits and vegetables. It also gave us the possibility of supplying the branches with specific needs on special dates, such as Easter, Children’s Day, Christmas, among others. This collaboration made it possible for us to carry out our task in a more bearable way, being able to provide emotional containment and support to hundreds of families. It was really a pleasure to be able to work as a team! Our greatest appreciation for your solidarity, time and commitment, for giving selflessly and for helping us to fulfill many dreams. Definitely, together we are more!”.

Sabrina Lo Monaco, Director of Sur Solidario

INTEGRATION AND INCLUSION



IRSA Foundation generates initiatives to respond to diversity, with the nuance that it is the system that must adapt to the needs of all citizens.

INCLUSION OF PEOPLE OVER 45 YEARS OLD

RSA Foundation supported the work of the [Civil Diagonal Association](#), which carries out several programs, with the aim of offering training, support and spaces for dialogue to people over 45 years of age, to enhance their job searches. In addition, the creation of an Observatory +45 was promoted, in order to collect information on employment and unemployment of people in that age range, as well as its impact on them.

VIOLENCE AGAINST CHILDREN

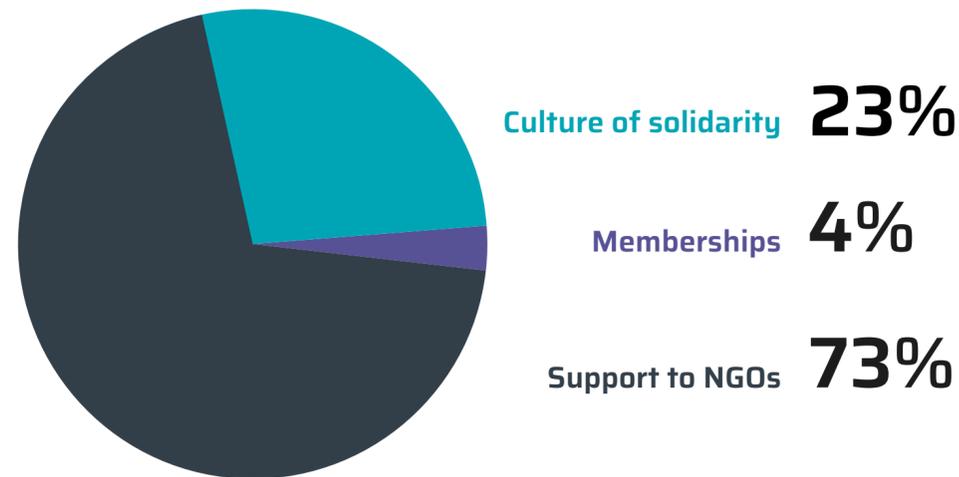
Since 2020, IRSA Foundation has funded the creation of the first **Observatory of Violence against Children and Adolescents in Argentina**, together with the organization [Red por la Infancia](#). This commitment allows us to contribute with evidence for the strengthening of appropriate regulations and public policies, as well as to measure the quality of Argentine regulations in relation to international human rights standards for the protection of children and adolescents.

IRSA FOUNDATION IS ONE OF THE MAIN PROMOTERS IN THE CREATION OF THE FIRST “OBSERVATORY ON FIRST PRACTICES IN DEALING WITH CHILD ABUSE”, WITH THE AIM OF CONTRIBUTING WITH DATA AND EVIDENCE TO THE STRENGTHENING OF STANDARDS AND APPROPRIATE PUBLIC POLICIES FOR THEIR PROTECTION.

Within this framework, Red por la Infancia presented the following initiatives:

- Publication of a Guide for communicating with a children’s perspective, aimed at journalists, with the objective of providing information on how to address this issue.
- Launching of a regional course on children’s rights.
- Web seminars on good corporate practices for respecting children’s rights in Latin America.

INSTITUTIONAL STRENGTHENING



The institutional capacity of non-profit organizations is strengthened through cooperation and alliances. The Foundation supported social organizations throughout the country, so that they can achieve their mission, grow and develop, obtaining financial sustainability, efficiency and effectiveness in their actions.

GIVING FOR MultipliDar

The internal program **MultipliDAR** continued, which offers all people working in IRSA Group companies the possibility of multiplying their personal donations to civil society organizations. Through this program, the amount that each person donated to the organization was matched, doubled and/or tripled. As part of the evolution of this initiative, for the last 5 years, Group Multiplications have been incorporated, formed by about 40 people who agree to support common causes. These volunteer groups make monthly contributions and the Foundation allocated more than two million pesos to strengthen their donations.

77 PARTICIPATING EMPLOYEES COLLABORATED WITH 35 NGOS.

PARTICIPATION IN GDFE

Since 2005, IRSA Foundation has been a member of [Foundations and Companies Group \(GDFE\)](#), a non-profit civil association formed by foundations and companies committed to sustainable development, with the aim of promoting and mobilizing resources from the private sector in a strategic and efficient way in pursuit of the public good. The creation of thematic roundtables and affinity groups was accompanied with the intention of generating new spaces for learning and exchanging experiences with more than 68 companies or business foundations.



PUERTA 18 FOUNDATION

Puerta 18 Foundation is a free space for artistic and technological creation for young people from 13 to 24 years old. Through a non-formal education proposal, it encourages young people to develop their skills, vocations and talents through the multiple resources offered by technology.

Throughout its 15 years, more than 5,000 young people have been trained for free and, today, more than 250 have found employment in areas related to their training at the institution. Two years ago, for pursuing objectives of “common good”, the Foundation achieved the recognition of the Superintendence of Corporations (IGJ). For this reason, through article 81c, donations received can be deductible from profits, favoring more companies to join and amplifying the impact.

The Foundation’s approach is based on placing young people at the center of the proposal, which revolves around their interests and needs, and where educators act as facilitators, using technology as a tool. Some of the disciplines we work with are: Graphic Design, Photography, UX, Programming, Integrated Video Production, 3D Modeling and Animation, Video Games and Robotics, among others.

Currently, the Foundation offers activities to more than 70 young people per day on average, both in the 13-18 years old age group and over 18 years old, concentrating all its activities at the headquarters on Zelaya Street. At the same time, together with **#DigitAR**, 12 young people received scholarships to continue their education in other study centers, expanding their social capital, deepening their knowledge and significantly improving their job opportunities.

More information: [here](#)

ABASTO CHILDREN’S MUSEUM FOUNDATION

The **Abasto Children’s Museum** is an interactive museum that recreates the spaces of a city where boys and girls can play at interpreting different professions and trades.

It proposes an enriching and alternative meeting space that integrates play, movement, perception, understanding and expression, encouraging curiosity, interest in learning and imagination from a transformative perspective. Based on the Declaration of the Rights of the Child, it has been designed to encourage the development of each one’s own potential. “Learning by doing” and “Playing and Having fun learning” are the fundamental pillars of the Museum.

It is dedicated to boys and girls up to 12 years old, to their families and educators and, through all of them, to the community. It also has two soft rooms for children up to 3 years old, specially built to stimulate their activity. It also has an Exhibition Hall and an Auditorium, where shows, film screenings, lectures, book presentations and various events are held.

As usual, the Foundation continued with its policy of supporting its own programs or those of third parties, and also continued to promote projects related to communication, science, culture, education and humanitarian aid.

Through the programmed activities, we seek to offer a series of learning experiences that originate actions of solidarity and commitment to society as a whole, through play, imagination and participation.

With these points in mind, we received approximately 400,000 visitors to the Children’s Museum, and we managed to increase the number of companies that support us through sponsorship; in addition, the source of income from the Annual Winter Vacation Event, the Foundation’s main and usual economic support, was once again available, and school visits and birthday celebrations increased.

Another aspect to highlight is that the Museum operated without the need for contributions from its founders, recovering its operational autonomy. Likewise, it continued to operate in 3 daily shifts, allowing access to 1,000 people per shift.

The Children’s Museum has been declared:

- **OF EDUCATIONAL INTEREST** by the Ministry of Education of Argentina (Resolution N° 123)
- **OF CULTURAL INTEREST** by the Secretariat of Culture and Communication of the Presidency of Argentina (Resolution N° 1895)
- **OF CULTURAL INTEREST** by the Secretariat of Culture of the Government of the City of Buenos Aires
- **OF CULTURAL INTEREST** by INADI (Institute against Discrimination, Xenophobia and Racism of Argentina)
- **OF TOURISTIC INTEREST** by the Secretariat of Tourism of the Presidency of Argentina (Resolution N° 281)
- **AUSPICE** of the Secretariat of Education of the Government of the City of Buenos Aires (Resolution N° 537)



More information: [here](#)

OCCUPATIONAL HEALTH AND SAFETY

Material Topics: Occupational Health and Safety

GRI Disclosures: 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

KPIs

- Number of employee/third party accidents.
- Protocols and care measures.

Achievements

- Training in occupational safety and risk prevention.

Future Goals

- Process of continuous improvement in the incorporation of practices and protocols.



OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

100% OF THE PERSONNEL ARE COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM, SUBJECT TO INTERNAL AND EXTERNAL AUDIT.

Responsible for the workplace conditions, safety and quality of life of our personnel, we comply with labor and social security obligations, and ensure access to proper workplace conditions and personal protective equipment.

We consider initiatives related to health and safety issues, with a special focus on employees and contractors, which also includes customers and tenants.

As regards safety, different actions are carried out in order to provide a safe and comfortable work environment for the execution of the several tasks:

- We comply with all laws and regulations that allow us to provide our own and third party personnel with adequate conditions related to the care of their physical and mental health.

Employee Work-related injuries *	2023		2022		2021	
	Q	Rate	Q	Rate	Q	Rate
High-consequence work-related injuries (excluding fatalities)	1	0.7	-	-	-	-
Recordable work-related injuries	5	3.7	12	10.1	12	10.1
Number of hours worked	1,354,320	-	1,193,940	-	1,193,940	-

Rate= Number of recordable work-related injuries / Number of hours worked * 1,000,000.

* During the reporting period, there have been no fatalities resulting from an occupational injury. There were also no fatalities or cases of occupational diseases and illnesses among employees.

- We plan and identify risk areas. We coordinate, control and direct safety activities in the branches and annexes, all with the aim of preventing accidents and occupational diseases.

- We comply with all applicable laws and regulations related to the health, safety and well-being of our people and others on the properties of our locations.

- We regularly monitor safety and health indicators, which enable us to prevent and plan safety-oriented measures at all of our properties. We also have procedures in place to minimize risks in more complex tasks.

- The objectives and compliance with health and safety standards are part of a percentage of the performance bonus of our collaborators.

- Supported by the technical knowledge of the responsible areas, we offer periodic training to our personnel on professional qualification, environmental education, prevention, occupational health and safety. These are aligned to the learning and practice needs of the teams directly involved in each operation. At the same time, the collaborators have the possibility of requesting courses and training according to their tasks or inherent risks.

During the reporting period, 8 risk prevention trainings were delivered to **627 collaborators**, for a total of **10,032 hours**⁶. According to planning, surveys were conducted in the workplaces and mitigating measures were taken where risks were identified.

More information: [here](#)

⁶ The training provided was on fuel unloading, hand tools and PPE, prevention of occupational accidents, work at heights, control of third-party documentation, electrical risk and manual lifting of loads.

LABOR RIGHTS AND HUMAN DEVELOPMENT

Material Topics: Human Capital Training and Development, Diversity, Gender Equality and Inclusion

GRI Disclosures : 2-7, 2-30, 3-3, 401-1, 401-2, 404-1, 404-2, 404-3

KPIs

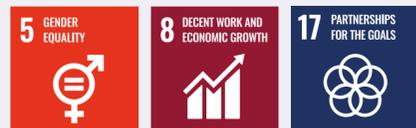
- Level of overall employee satisfaction.
- Hours of training.
- Developments and level of turnover.
- Proportion of workers under collective bargaining agreement.

Achievements

- IRSA CREW 2023 Young Professionals Program.
- Consolidation of flexible work scheme.

Future Goals

- New Wellness Survey.
- Leadership training.
- Continue promoting a culture aligned to the business vision.



OUR CULTURE AND OUR VALUES

WE BELIEVE THAT THE BEST RESULTS COME FROM A TEAM THAT RESPECTS DIFFERENCES AS REGARDS IDEAS, PERSPECTIVES, EXPERIENCES AND BELIEFS.

We work to build an increasingly diverse company that learns from different perspectives and values inclusion as a pillar of its organizational culture. In our Company, we consider it key to generate equal opportunities for development, based on the competencies and skills of each person so that they can unfold their full potential.

TALENT ATTRACTION

We communicate our talent searches through different communication channels: social networks, employment websites, educational institutions, foundations, consulting firms, etc., with the aim of transmitting the spirit and DNA of the Company, the main challenges of each position and our value proposition, to reach people who want the opportunity to work in a team, proposing creative solutions for complex businesses and helping us find the best way to achieve our objectives.

Our value proposition is oriented along the following axes: Well-being, Family, Training, Savings and Flexibility.

IRSA CREW 2023 YOUNG TALENT PROGRAM

We launched the 5th edition of our Young Talent Program, incorporating 8 employees with high potential in different business areas. We offer a work experience in our Shopping Malls and Headquarters, where they will have a rotation and training plan aligned to work on strategic projects that provide a differential look and trends, as well as train people who will continue to guide the course of the company in leadership positions. More information: [here](#)



PROFESSIONAL TRAINING INTERNSHIPS

We generate agreements with technical schools, so that students in their last year of high school can get to know, learn and be possible candidates for future searches in the maintenance area of our shopping malls.

Values

We train leaders

We create the conditions for the people who make up our teams to have opportunities for development. We create challenging, but close, empathetic and effective work spaces. We motivate our teams, recognize them and believe that we can learn collectively.

We build by example

We build with responsibility, that is our pillar to be an example and to be credible in volatile and challenging contexts. Leaders and teams mark this path.

We are a diverse team in action

We encourage the group to be a diverse team in action, identified and committed. We generate simple and direct relationships. We work promoting initiatives that generate an inclusive and equitable culture, valuing different points of view and expressing our opinions with respect.

We adapt

We are challenged and empowered by action. We are agile to change course when necessary; we set challenging but achievable goals through the joint efforts of our teams.

We Go Further

We seek the best results for the company and its community in each project. We aim to be more efficient by improving processes, contributing our knowledge and giving rise to different points of view to innovate from diversity.

We learn from our mistakes

We take responsibility for our actions, we speak in the first person, we assume mistakes and transform them into learning. We keep our word, we are reliable.

We focus on service

We stand out for providing quality service in every action we take. We understand the needs and assume the responsibility to always respond to the people who make up the company.

We negotiate responsibly

We seek to obtain the best results, generating long-term alliances that benefit all parties involved in our developments.

Employees by location	2023	2022	2021
Buenos Aires	693	673	655
Santa Fe	47	49	51
Mendoza	28	29	34
Córdoba	28	30	28
Salta	23	26	28
Neuquén	22	22	24
TOTAL	841	829	820

This Sustainability Report includes the payroll of employees that the Company manages directly, unlike the payroll reported in the Annual Report, which follows an accounting consolidation criterion. In this sense, it considers the personnel of the real estate business (shopping malls, offices, sales and developments and other businesses. It does not include APPA or hotels), as well as the Shared and Corporate Services Center, in accordance with the percentage corresponding to the Shared Services Agreement signed with CRESUD.
IRSA does not have hourly or guaranteed employees.

Employees by employment type and gender	2023	2022	2021
Full-time	798	784	778
Men	558	563	558
Women	240	221	216
Part-time	43	45	46
Men	18	14	15
Women	25	31	31
TOTAL	841	829	820

Employees by employment type and location	2023	2022	2021
Full-time	798	784	774
Buenos Aires	659	641	622
Santa Fe	44	46	48
Mendoza	28	27	32
Córdoba	26	28	26
Salta	19	20	22
Neuquén	22	22	24
Part-time	43	45	46
Buenos Aires	34	32	33
Santa Fe	3	3	3
Mendoza	-	2	2
Córdoba	2	2	2
Salta	4	6	6
Neuquén	-	-	-
TOTAL	841	829	820

Employees by employment contract and gender	2023	2022	2021
Permanent	830	829	820
Men	569	575	573
Women	261	254	247
Temporal	11	-	-
Men	7	-	-
Women	4	-	-
TOTAL	841	829	820



Employees by employment contract and location	2023	2022	2021
Permanent	830	829	820
Buenos Aires	684	673	655
Santa Fe	47	49	51
Mendoza	28	29	34
Córdoba	26	30	28
Salta	23	26	28
Neuquén	22	22	24
Temporary	11	-	-
Buenos Aires	9	-	-
Santa Fe	-	-	-
Mendoza	-	-	-
Córdoba	2	-	-
Salta	-	-	-
Neuquén	-	-	-
TOTAL	841	829	820

Employees by job category	2023	2022	2021
Directors	4	4	5
Managers	76	74	73
Heads	114	102	103
Professionals	341	369	356
Operators	306	280	283
TOTAL	841	829	820

Employees status regarding collective bargaining agreements	2023		2022		2021	
	Q	%	Q	%	Q	%
Not covered by collective bargaining agreements	561	67%	565	68%	470	57%
Covered by collective bargaining agreements	280	33%	264	32%	350	43%
TOTAL	841		829		820	

Employees by segment	2023	2022	2021
Real Estate Business*	620	607	594
Shared and Corporate Services Center **	221	222	226
TOTAL	841	829	820

* Includes shopping malls, offices, retail and development and others.

** According to the shared services contract with Cresud S.A.C.I.F.y.A.



EDUCATIONAL VISITS

Within the framework of pre-professional internships, we receive 5th year students from different schools, with the aim of providing them with an experience that will help them take their first steps when choosing a university career, and to have an overview of the working world that awaits them once they graduate. The visits take place in four-hour days, during a week, in different work centers, depending on the students' area of interest. The team that receives them provides them with knowledge, shows them our culture and addresses their career concerns, making these visits an enriching experience that strengthens the bond with the educational institutions and our commitment to the new generations.

TALENT RETENTION POLICIES

With the mission of motivating the promotion and internal development of our personnel, and transparency in the selection process, we have an **Internal Opportunities Program**. This allows, in the event of a vacant position, the possibility for any person of our teams (from any area/business of the Company), regardless of the position, to apply. It is communicated through the internal social network, detailing the position, the main tasks, the place and time of work and if there are any requirements for the application.

TRANSFER TO OTHER GEOGRAPHIC LOCATIONS

We have properties in several provinces, which generate development opportunities and the possibility of changing the place of residence. After going through the selection process and acceptance of the proposal, Human Resources takes care of the necessary steps to support them in the process together with their families.

LEARNING

We offer all our personnel the possibility of being trained in different subjects, whether they are technical, management and/or leadership courses, which contribute to their professional development. Some programs are developed with internal facilitators, consulting firms and/or educational institutions. We also support the individual training initiatives of our collaborators, covering the cost of technical training related to their role in the Company.

3,2 Average hours of training per person

3.4 en 2022

3.0 en 2021

New employee hires and employee turnover 2023	New employee hires		Employee turnover	
	Q	Rate	Q	Rate
By gender	156	18.5	124	14.7
Men	87	15.1	75	13.0
Women	69	26.0	49	18.5
By age group	156	18.5	124	14.7
Under 30 years old	125	81.7	80	52.3
30-50 years old	28	6.0	36	7.7
Over 50 years old	3	1.3	8	3.6
By location	156	18.5	124	14.7
Buenos Aires	142	20.5	107	15.4
Santa Fe	5	10.6	6	12.8
Mendoza	1	3.6	1	3.6
Córdoba	3	10.7	3	10.7
Salta	3	13.0	6	26.1
Neuquén	2	9.1	1	4.5

STRENGTHENING LEADERSHIP

We implemented a training program together with the Di Tella University, focused on the development of practical and conceptual skills previously surveyed, strengthening the role of the leaders of the real estate business teams, so that, by thinking differently, we can achieve diverse results.

LANGUAGES

In order to professionalize ourselves, develop our teams and prepare for international expansion, we promote training and language study.

SCHOLARSHIP PLAN

We support the development of the people who are part of the organization by carrying out an annual scholarship plan so that they can further their college, university or postgraduate studies. The scholarships can cover up to 50% of the cost of monthly fees and tuition at private institutions. Interested collaborators complete an application, which is then analyzed and approved by a committee made up of Company managers for this purpose. The analysis takes into consideration the relationship of the studies with the responsibilities of the position, the objectives of the area and the Company, the chosen institution (public or private), the performance evaluation, the salary level, their development potential and the application to their current or future job.

FINANCIAL AID TO GRADUATE FROM HIGH SCHOOL

For those collaborators who have not completed their secondary education, we provide a scholarship of 90% of the total cost (tuition and fees) and the remaining 10% upon completion of their studies.

PERFORMANCE MANAGEMENT

With the mission of promoting the development of our personnel and motivating feedback, each team has a performance tool that allows them to evaluate the competencies defined by the Organization and, together,

define an individual action plan with strengths and aspects to improve. This evaluation is carried out annually for all personnel, focusing on the collaborator's performance during the fiscal year. The evaluation form varies according to the function of each collaborator, considering the following competencies that are aligned with our cultural traits: "Quality of work", "Service orientation", "Going for more", "Being part of a team in action", "Being a leader", "Being a protagonist", "Being pragmatic" and "Flexibility". We promote highlighting strengths and working individually on opportunities for improvement. The evaluation is administered online, through Success Factors, which allows us to have the evaluation history of each collaborator, their action plans and associated comments.

WE OFFER ALL OUR PERSONNEL THE POSSIBILITY OF CONTINUING THEIR TRAINING IN DIFFERENT TOPICS, WHETHER THEY ARE TECHNICAL OR MANAGEMENT AND/OR LEADERSHIP COURSES, WHICH CONTRIBUTE TO THEIR PROFESSIONAL DEVELOPMENT. WE ALSO PROMOTE TRAINING AND LANGUAGE STUDY.

FEEDBACK SEASON

Creemos que para seguir profesionalizándonos y construir una We believe that in order to continue professionalizing and building a culture aligned with feedback, it is key to have spaces to discuss performance, recognize achievements, capitalize on learning, detect opportunities for improvement, and make commitments. For this reason, during the year we launched the **Feedback Season**, an initiative that helps us to encourage conversations in the organization, inviting employees to generate meetings with their leaders to discuss their performance, in addition to the annual evaluation. As part of the activity, we include workshops to prepare for these meetings and raise awareness of the importance of our conversations..

100% OF THE PEOPLE WHO WORK AT IRSA RECEIVE REGULAR PERFORMANCE AND PROFESSIONAL DEVELOPMENT EVALUATIONS. PROFESIONAL.

POTENTIAL MODEL

We have a methodology to evaluate potential successors of key positions and support them in a process of training and development to perform in a new position. The selection of potential candidates is focused on mapping leadership levels and identifying replacement candidates for key positions. The process is led by the Human Resources Management. For the identification of the potential candidate, historical performance evaluations, feedback from peers, the climate of the sector in charge and the work history, among others, are considered.

In this context, we carry out **Future Leaders Identification Programs**, focused on middle management of shopping malls. This initiative offers all collaborators who wish to participate, the opportunity to have a space for self-knowledge and feedback, where, through different activities, they will be able to recognize and exploit their skills, achieve greater visibility of their profile and have feedback from observers participating in the process, which will allow them to prepare themselves to assume leadership positions in the future.

CAPITALIZATION PROGRAM FOR EXECUTIVE MANAGEMENT

We developed a capitalization program for executive managers, through contributions made by the personnel and the Company. This plan is aimed at certain positions selected by the Company, increasing their total compensation through an extraordinary reward, provided that certain circumstances are met (such as permanence in the Company). Participation and contribution under the plan are voluntary. Once the beneficiary has accepted, he/she may make two types of contributions: a monthly contribution, based on salary, and an extraordinary contribution, based on the annual bonus. The suggested contribution is up to 2.5% of salary and up to 15% of the bonus.

In turn, the Company makes a contribution equivalent to 200% of the monthly and 300% of the extraordinary contributions of those participating in the plan. The resulting funds, from the contributions made by the participants, are transferred to an independent financial vehicle, specially created and located in Argentina as a Common Investment Fund, which has the approval of the CNV. The resulting funds, from the contributions made by the Company, are transferred to another independent and separate financial vehicle (such as, for example, a trust fund).

In the future, participants will have access to 100% of the plan's benefits (i.e., including the Company's contributions made on their behalf to the specially created financial vehicle) under the following circumstances: ordinary retirement in accordance with applicable labor regulations, total or permanent disability or incapacity, and death. In the event of resignation or dismissal without cause, the participant will redeem the amounts resulting from the Company's contributions, only if he/she has participated in the plan for a minimum term of five years, subject to certain conditions.

WITH THE MISSION OF PROMOTING THE DEVELOPMENT OF OUR TEAMS AND MOTIVATING FEEDBACK, EACH LEADER HAS A PERFORMANCE TOOL THAT ALLOWS THEM TO EVALUATE THE COMPETENCIES DEFINED BY THE ORGANIZATION AND, TOGETHER, DEFINE AN INDIVIDUAL ACTION PLAN WITH STRENGTHS AND ASPECTS TO IMPROVE.

EXPERIENCE FOR EMPLOYEES WHO STUDY

We offer the possibility of getting to know the areas of interest of collaborators studying for a university degree related to the business. These initiatives take place within the framework of the **Student Experience Program**, where the requested areas receive the collaborators to show them their main functions and daily work, in order to provide them with a greater dimension and scope of their career.

LABOR INSERTION DAY FOR FAMILY MEMBERS OF COLLABORATORSS

We hold Labor Insertion Workshops for family members of collaborators where we talk about the beginning of the professional career, see what a selection process is like, give recommendations for writing a CV and how to present oneself on employment websites. At the end of the workshop, participants carry out mock interviews so that they can take with them the tools they will need to start their job search.

More information: [here](#)

CUSTOMER SERVICE

Material Topic: Diversity, Gender Equality and Inclusion

GRI Disclosure: 3-3

KPIs

- Assistance and quality of service: Telephone/e-mail, Face-to-face, Social networks.
- Level of customer satisfaction in shopping malls.

Achievements

- 21% reduction in customer complaints in shopping malls (vs. 2022).
- Increase in telephone surveys and reduction of response time in social networks.
- NPS satisfaction measurement through chatbot. Satisfactory result of 60%.

Future Goals

- Automated response through ChatBot on the status of complaints in CRM Dynamics.
- Satisfaction Measurement through Surveys in Shopping Malls.
- Improve customer experience through CONEXIÓN LOCATARIOS.





The communication strategy with our customers is integrated through the Contact Center, which provides human and personal contact in pursuit of customer satisfaction.

The Call Center was transformed into **Contact Center**, to manage the omnichannel, being aware of the assertiveness, effectiveness and scope of each channel and platform, and how it integrates with other systems of the organization. The close and concise relationship with customers provides both with the information and service they need.

The relationship of trust is not only through certain online services, but also through human contact by telephone or WhatsApp, which will give the customer greater security, leading to customer loyalty. The Contact Center enhances two-way communication between customers and the organization.

WE SEEK TO PROVIDE A QUALITY EXPERIENCE, REGARDLESS OF THE MEANS OF CONTACT CHOSEN BY THE CUSTOMER, TO ENSURE THAT THE CHANNELS OF COMMUNICATION REMAIN TRANSPARENT DURING THEIR USE AND TO UNIFY THE CRITERIA FOR RESOLUTION, ADAPTING THEM TO THE CUSTOMER'S DEMANDS.

Conectados con VOS is IRSA's Contact Center, from where we manage interactions with our customers through several customer service channels (social networks, telephone, e-mails and telepresence, among others).

As of 2021, we worked together with ENTA Consulting, in order to create new processes and define KPIs and tools to streamline our customer service. At the beginning of the reporting period, we integrated external platforms (IVR, Bot) with our CRM, to have more information on our customers, in order to analyze and collaborate in decision-making and optimize services on an ongoing basis.

These improvements have changed our customers' perception of service quality: the Contact Center's NPS (Net Promoter Score) has increased over the last year, reaching more than 70 and achieving the defined KPI objectives (ChatBot platform measurement).

+ 300,000	Customers served (telephone channel, telepresence channel and social networks)
76,636	Representative response 04:30" response time
570	Complaints received (-21% vs. 2022)
Level of attention	96% queries attended by telephone 89% queries attended telepresence channel

TEACCEPTO PROGRAM

WE PROMOTE INCLUSION AND COMFORT FOR PEOPLE AND FAMILIES WITH ASD, THROUGH THE TEACCEPTO PROGRAM.

Committed to creating inclusive and accessible spaces in our shopping malls across the country, we extended the TeAcepto Program to address the needs of individuals and families with Autism Spectrum Disorder (ASD). This initiative reinforces our commitment to providing rewarding and welcoming experiences for all who visit us.

We understand that individuals and families who face challenges related to the autism spectrum may have particular needs when



it comes to experiences in public places such as shopping malls. Therefore, we have worked to make our spaces even more accessible and welcoming for them.

TeAcepto for individuals and families with ASD focuses on providing smooth and respectful access in our shopping malls. Benefits of this program include:

- **Priority Checkouts:** Our tenants are committed to providing priority care for families and individuals with ASD.
- **Calming Spaces:** We have adapted certain areas of our shopping malls to make them more comfortable and less overwhelming.
- **Support:** We provide visual materials and guides, which help people become familiar with the environment prior to their visit.
- **Personnel Training:** Our employees has been trained to provide comprehensive and supportive service.
- **Calm Boxes:** Created to provide support and comfort to individuals. The boxes contain a variety of objects and items that can help reduce anxiety, stress and sensory over-stimulation, which can often affect people with autism.

AT IRSA, WE BELIEVE THAT INCLUSION IS NOT JUST AN ASPIRATION, BUT A RESPONSIBILITY. TEACCEPTO FOR INDIVIDUALS AND FAMILIES WITH ASD IS AN IMPORTANT STEP IN OUR ONGOING JOURNEY TOWARDS CREATING SPACES THAT ARE TRULY ACCESSIBLE TO ALL PEOPLE..

Since its first implementation at **Abasto Shopping** mall in 2019, **TeAcepto** has evolved to be much more than an efficient form of access. As of April 2023, we introduced the **TeAcepto** Program at **Mendoza Plaza Shopping** mall, marking a new chapter in our commitment to inclusion and the ASD community. During the following months, we have expanded the reach of TeAcepto to **Alto Avellaneda, Alto Palermo, Alto Rosario Shopping, Dot Baires Shopping, Córdoba Shopping, Alcorta Shopping** malls.

More information: [here](#)

SUSTAINABLE TENANTS AND SUPPLIERS

Material Topics: Tenant and Supplier Management

GRI Disclosures: 2-6, 3-3, 204-1

SASB Contents: IF-RE-410a.3.

KPIs

- Proportion of sustainable tenants and suppliers.
- Domestic vs. foreign suppliers.

Achievements

- Training and actions with mall tenants on circular fashion, plastic reduction and sustainable gastronomy.
- Communication in social networks of our malls.
- Incorporation of ESG metrics in supplier contracting procedures.

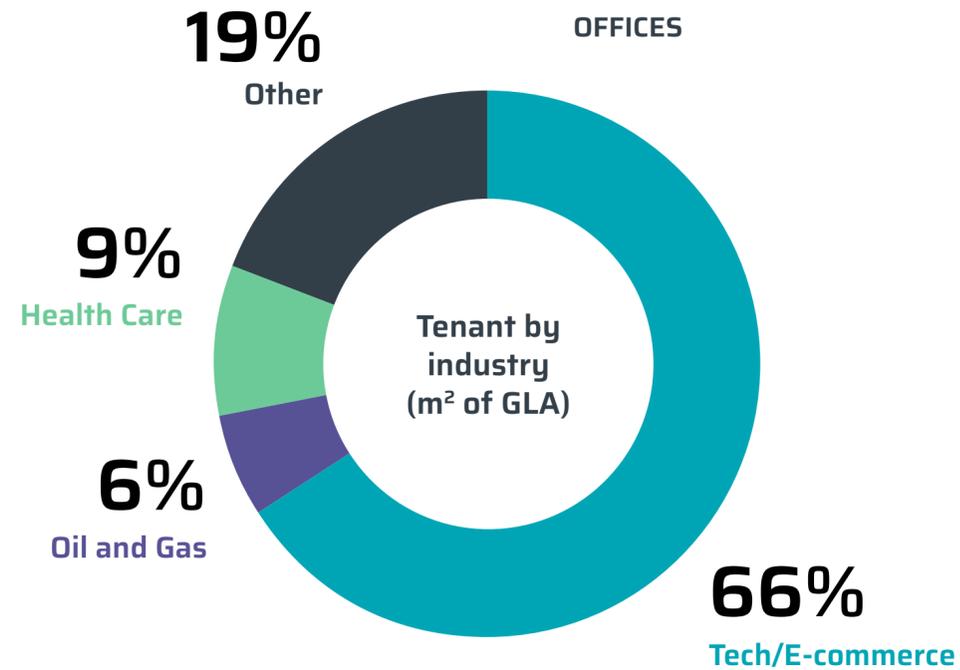
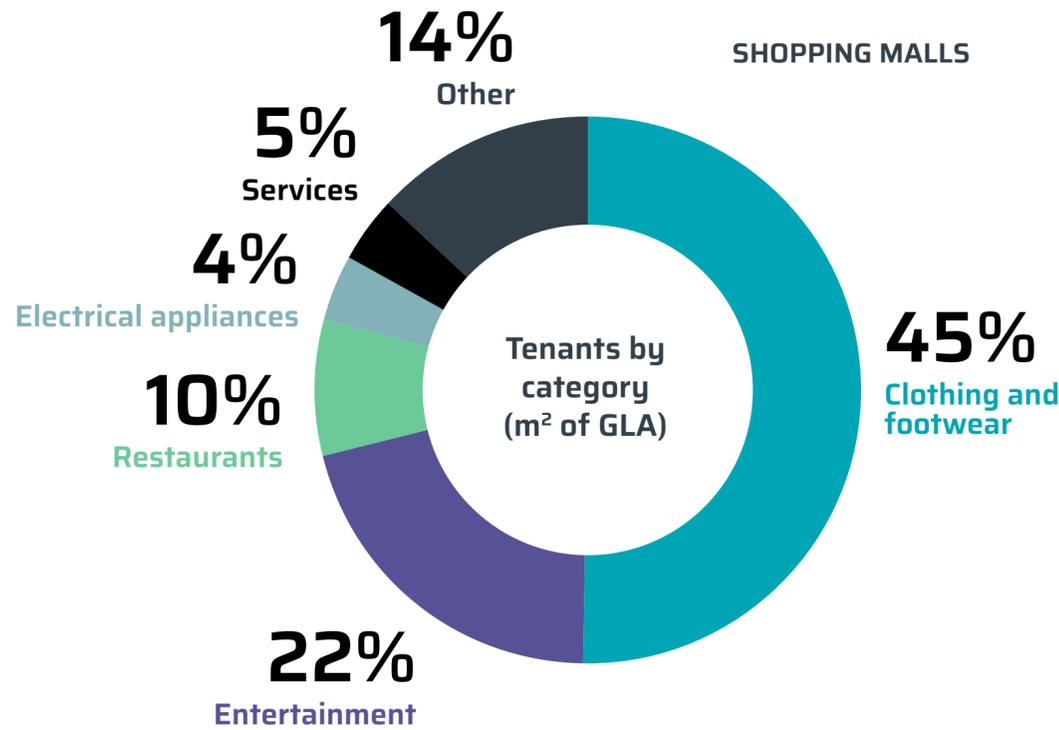
Future Goals

- Growth of sustainable customer and supplier base.



OUR TENANTS

Our main tenants, in shopping malls and offices, are working on their sustainability plans with concrete actions and requirements in terms of services and modern, technological and sustainable spaces.



+ 1,500	Brands in our shopping malls
+20 years	Of relationship with our main tenants
200 years	Our top 10 ten tenants have a combined 200-year history of working with us

30 Top-tier companies in our buildings

Throughout our history, we have developed close, long-term relationships with our tenants in shopping malls through a variety of innovative initiatives:

- We held events, trips and year-end celebrations with awards ceremonies.
- In 2022, we added a new category: “Sustainability”. We evaluated, together with a specialized consultant, the actions of all our tenants in the shopping malls and chose the “most sustainable Brand”. At the Tenants’ Party, held in December 2022, Adidas was chosen as the most sustainable brand.



SUSTAINABLE IRSA, ACTIONS WITH TENANTS

OUR 15 SHOPPING MALLS ARE AN IDEAL SPACE TO DISSEMINATE ISSUES OF INTEREST TO SOCIETY AND TO CARRY OUT COMMUNITY ACTIVITIES, GIVEN THAT MORE THAN 100 MILLION PEOPLE VISIT THEM EVERY YEAR. OUR OFFICE BUILDINGS ARE OCCUPIED BY NATIONAL AND INTERNATIONAL ORGANIZATIONS COMMITTED TO THE TRIPLE IMPACT OF THEIR ACTIONS.

We continue working on the development of the **IRSA Sustainable** project, a brand concept that cuts across all our shopping malls and offices, seeking to generate a positive economic, environmental and social impact, from the inside out.

FOR LESS PLASTIC IN THE WORLD

In the shopping malls, we will work from two axes on which all actions will be developed: **For Less Plastic in the World** (workshops and training on the problem of plastic use, sustainable gastronomy, *Botellas de Amor*, *Tapitómetros*, collection program of materials used in campaigns and activations to reuse them again, sustainable suggestions manual, replacement of traditional signage for more sustainable alternatives) and **Circular Fashion** (parade and capsules with sustainable fashion brands, workshops and training on sustainable fashion, diversity, equity and inclusion). In turn, in order to generate awareness and commitment of visitors to the malls, all actions carried out will be communicated through the social networks of each mall.



SUSTAINABLE POP UP

In order to showcase new proposals of sustainable and triple impact brands, we created a temporary space in **Dot Baires Shopping** mall, designed for 10 to 15 brands to exhibit and sell their products. Sustainability is a fundamental factor in the setup of the space, with the use of suppliers that assure us of their commitment to the environment.



CLOTHES IN MOTION

Circular fashion implies the reuse or recovery of clothes to avoid pollution and discarding, by extending their life cycle for a longer period of time. With this action, which we carry out within the Sustainable Pop up, we seek to create a space where people can come to leave clothes they no longer use and, thus, avoid discarding them. To achieve this, we proposed an alliance with [Media Pila Foundation](#), a cooperative that seeks the labor insertion of women in a situation of socioeconomic vulnerability, through training in textile trades, who are in charge of providing the service. They alter the clothes and turn them into a new product.

In June 2023, in **Alto Palermo** Shopping mall, the tenant Galpón de Ropa, whose activity is based on the reuse and recovery of clothes, opened a store in Alto Palermo. People who bring clothes to the store receive the value of what they bring to the store in ¡appa! Gift.



POP UP SOSTENIBLE

Alternativas sustentables como moda circular

Ventas

ARS 742.379

OUR SUPPLIERS

98% OF OUR SUPPLIERS ARE OF NATIONAL ORIGIN.

The relationship with our suppliers is in accordance with market conditions: the best purchasing or contracting alternatives allow the comparison of different proposals, as long as they meet the expected service and/or technical requirements, both in the case of goods and services, in search of better values (both for shareholders and their tenants).

The **General Purchasing and Contracting Policy** determines the general guidelines for action and management regarding purchases and contracting of goods and services. All purchases must be made with objective and auditable criteria, and must be registered in the system, approved by the corresponding level, and supported by a document that formalizes and details the obligations of the parties.

In turn, the **Purchasing and Contracting Procedure** establishes the criteria for action and administration, and establishes that, at the time of contracting, it must be considered that the supplier has socially and environmentally responsible practices and demonstrate its commitment to ethical conduct, complying with the Company's internal policies and procedures.

All suppliers and contractors must comply with labor, health and safety regulations, technical regulations, and environmental qualifications and practices applicable to their activity. To provide services, suppliers must present documents indicating their compliance and are periodically audited on occupational safety issues. On a monthly basis, they are audited for compliance with legal social security requirements for large contractors (e.g., cleaning, security, and construction).

Suppliers	2023		2022	
	Q	%	Q	%
By type				
Goods	210	10%	169	11%
Services	1,853	90%	1,306	89%
TOTAL	2,063	100%	1,475	100%
By origin				
Domestic	2,039	99%	1,451	98%
International	24	1%	24	2%
TOTAL	2,063	100%	1,475	100%
Proportion of spending on suppliers - Purchases by location				
Domestic	98%		99%	
International	2%		1%	

More information: [here](#)

DIVERSITY, EQUITY AND INCLUSION

Material Topics: Diversity, Gender Equality and Inclusion, Contribution to Local and Community Economic Development

GRI Disclosures: 3-3, 202-1, 401-2, 405-1, 405-2, 406-1

KPIs

- Gender equity in payroll.
- Pay equity.
- Participation of women in management.
- Inclusion of other minority groups.

Achievements

- Gender plan: female leadership, equity in payroll and remuneration.
- Inclusion of employees with ASD in the Contact Center.

Future Goals

- Implementation of the development plan for women with potential.
- Implementation of the post-maternity return support plan.
- Flexibility in the return of maternity and paternity leave.



DIVERSITY NETWORKS

COMMITTED TO PROVIDING A DIVERSE WORK ENVIRONMENT BASED ON EQUITY, TRUST, TOLERANCE AND RESPECT, WE DEVELOPED A GUIDE FOR DEALING WITH SITUATIONS OF DISRESPECTFUL TREATMENT, HARASSMENT OR VIOLENCE IN THE WORKPLACE, WHICH IS COMPLEMENTARY TO THE CODE OF ETHICS. ITS IMPLEMENTATION WAS CARRIED OUT THROUGH VIRTUAL MEETINGS, WHOSE PARTICIPATION WAS MANDATORY FOR ALL COMPANY PERSONNEL.

With the aim of continuing to work on diversity, we have established links with different organizations, such as: [ADEEI](#), [IDEL](#), [AMIA](#), [Forge Foundation](#), [Diagonal Civil Association](#) and [Puerta 18 Foundation](#). We created two internal networks of volunteers, the **Disability Network** and the **Gender Network**, which work to promote gender equality and inclusion in the Company. At the beginning of 2021, we created a **Diversity Committee**⁷ reporting directly to the **Ethics Committee**. It receives complaints related to situations of harassment, mistreatment or violence in the workplace, based on gender or sexual orientation.

DISABILITY AND INCLUSION NETWORK

WE ARE BUILDING AN INCREASINGLY DIVERSE ORGANIZATION THAT LEARNS FROM DIFFERENT PERSPECTIVES AND VALUES INCLUSION AS A PILLAR OF OUR ORGANIZATIONAL CULTURE. WE BELIEVE THAT THE BEST RESULTS COME FROM A TEAM THAT RESPECTS DIFFERENCES IN IDEAS, PERSPECTIVES, EXPERIENCES AND BELIEFS.

We continue to develop our program in coordination with different organizations, in pursuit of the labor inclusion of people with disabilities.

We continued with training for [ADEEI](#) and the [IDeL Foundation](#); this time, with workshops on financial education, use of Instagram and Excel. By the end of the year 2022, the Network supported the process of incorporating a person from [ADEEI](#) as a Contact Center representative for the real estate business.

After the training conducted by the [Commission for the Full Participation and Inclusion of People with Disabilities \(COPIDIS\)](#), together with the Human Resources area, where they worked on the main characteristics to take into account when approaching job interviews with people with disabilities, a report was requested to [COPIDIS](#) on accessibility for people with disabilities in the central office building. In this exercise, the report was shared with the maintenance area, who made some modifications to the recommendations made, and the rest are being evaluated.

WE CONTINUE TO COORDINATE ACTIONS WITH DIFFERENT ORGANIZATIONS AND ENTITIES TO STRENGTHEN OUR COMMITMENT TO INCLUSION AND DIVERSITY.

In 2021, we once again obtained the **TeACEPTO** certificate in **Abasto Shopping** mall, granted by the [Autism Parents Association of Argentina \(APADEA\)](#). We established days and hours with reduced stimuli, where the intensity of the lights and the volume of the music in the environment are lowered, and the personnel was trained to provide personalized attention to people with ASD and their families. In 2023, we obtained the same certification in **Alto Avellaneda**, **Mendoza Plaza Shopping**, **Córdoba Shopping**, **Alto Palermo**, **Alto Rosario Shopping** and **Alcorta Shopping** malls (for more information, see the [Customer Service chapter](#)).

Within the framework of the **International Day of Persons with Disabilities**, which is celebrated on December 3, from the Disability and Inclusion Network, we generated a learning space, supported by Plural Consultores. It was a very enriching meeting, where we were able to challenge myths and break with unconscious biases, to continue building possibilities. We celebrate the voluntary participation of all the people who were interested in the subject in order to become an increasingly diverse and inclusive company.

Together with the [CeDEL Foundation](#) and [BA Integración](#), we took part in the First Job Fair, held in the Mugica neighborhood of the City of Buenos Aires, where we were able to talk to neighbors, share information about the company, open searches and receive their resumes for future opportunities.



⁷ During the reporting period, there have been no cases of discrimination.

GENDER NETWORK

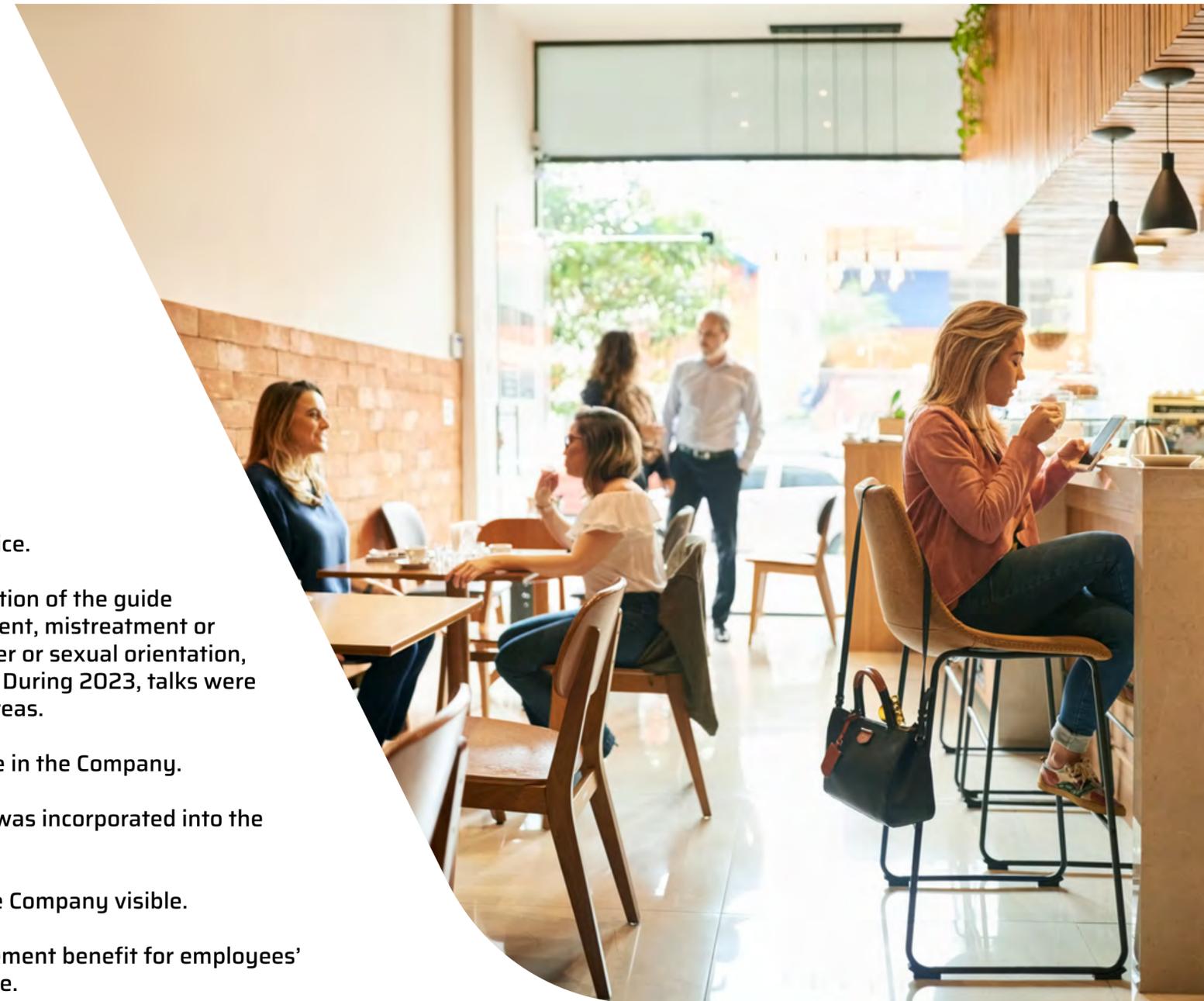
Some of the actions carried out during the fiscal year were as follows:

- Adherence to the WEPS principles of the Win-Win Program of UN Women. Diagnosis carried out and in the process of putting together the Company's action plan.



- Development of the #NuevasMiradas Guide, to act in situations of harassment, mistreatment or violence in the workplace due to gender or sexual orientation.
- Creation of the Diversity Committee reporting to the Ethics Committee, which receives complaints related to the Guide.
- Company member of the Di Tella Diversity Network. Participation in activities, workshops and assemblies for member companies.
- Adherence to the public-private initiative of the Government of the City of Buenos Aires to reduce the gender pay gap, participating in the activities and the pay equity survey.
- Inauguration of the lactation room in headquarters.

- Flexible schedule and 3 x 2 home office.
- Awareness-raising talk and presentation of the guide for dealing with situations of harassment, mistreatment or violence in the workplace due to gender or sexual orientation, aimed at leaders of the agro-industry. During 2023, talks were given to new recruits and in specific areas.
- Diversity was incorporated as a value in the Company.
- A chapter on diversity and inclusion was incorporated into the induction talk.
- #8M campaign making women of the Company visible.
- Launching of the childcare reimbursement benefit for employees' children from 45 days to 3 years of age.



DIVERSITY, EQUITY AND INCLUSION ACTIVITIES WITH THE COMMUNITY

In different parts of the country, and through our shopping malls, we carried out the following activities:

Together with the UN and Hoy Agency, we gave a place to make LGBTIQ+ issues visible from acceptance. It was called [Deconstructed Closets](#):

- **The idea:** To break away from the concept of the closet and the prejudices it contains in the LGBTIQ+ community.
- **The action:** Breaking closets and re-signifying them, assembling with the remains of these murals of outstanding referents selected by the UN, from the LGBTIQ+ community: Lohana Berkins, Carlos Jáuregui, Ilse Fuskova and Mocha Celis.

This traveling exhibition was presented during February in **Alto Palermo, Alto Avellaneda, Abasto Shopping** and **Dot Baires Shopping** malls, and also at the Company's headquarters. After the exhibition, the murals were donated to two organizations that work for LGBTIQ+ rights: [Mocha Cellis Common High School](#) and Igualdad Foundation.

We participated in the **Training Program of the Ministry of Labor**, giving two people the opportunity to have their first work experience in the area of Systems. Both participated in programming and development courses at Puerta 18 Foundation. The program lasts 6 months and allows them to expand their skills and knowledge to enter the labor market.

DEI MAIN INDICATORS (DIVERSITY, EQUITY AND INCLUSION)

EMPLOYEES	2023		2022		2021	
	Q	%	Q	%	Q	%
By gender						
Men	576	68%	575	69%	573	70%
Women	265	32%	254	31%	247	30%
TOTAL	841	100%	829	100%	820	100%

EMPLOYEES	2023	2022	2021
By job category and gender			
Directors			
Men	100%	100%	100%
Women	-	-	-
Managers			
Men	74%	79%	76%
Women	26%	21%	24%
Heads			
Men	59%	58%	64%
Women	41%	42%	36%
Professionals			
Men	54%	62%	62%
Women	46%	38%	38%
Operators			
Men	82%	81%	79%
Women	18%	19%	21%

EMPLOYEES	2023	2022	2021
By job category and age group			
Directors			
Under 30 years old	-	-	-
30 to 50 years old	-	-	20%
Over 50 years old	100%	100%	80%
Managers			
Under 30 years old	-	-	-
30 to 50 years old	53%	66%	71%
Over 50 years old	47%	34%	29%
Heads			
Under 30 years old	2%	2%	4%
30 to 50 years old	68%	75%	70%
Over 50 years old	31%	23%	26%
Professionals			
Under 30 years old	26%	24%	30%
30 to 50 years old	24%	60%	55%
Over 50 years old	60%	16%	15%
Operators			
Under 30 years old	24%	23%	25%
30 to 50 years old	60%	59%	58%
Over 50 years old	16%	18%	16%

EMPLOYEES	2023	2022	2021
Women to men remuneration ratio *			
Real Estate			
Senior Management	83%	96%	96%
Management	110%	97%	94%
Middle Management	116%	109%	106%
Analysts	75%	103%	106%
SSC			
Senior Management	N/A	N/A	N/A
Management	109%	111%	97%
Middle Management	97%	97%	100%
Analistas	88%	109%	106%
Corporate			
Senior Management	100%	100%	94%
Management	93%	96%	85%
Middle Management	109%	112%	101%
Analysts	106%	109%	106%

* The ratio (%) was calculated using the following formula: Women base salary/Men base salary x 100. The average salary of employees in each of the positions was considered.

Ratios of standard entry level wage by gender compared to local minimum wage	2023
Ratio Minimum wage IRSA Men / Adjustable Minimum Living Wage	2.85
Ratio Minimum wage IRSA Women / Adjustable Minimum Living Wage	2.85

GOVERNANCE

Material Topics: Business Ethics and Transparency, Quality of Financial Statements, Disclosure and Auditing, Regulatory Compliance, Diversity, Gender Equality and Inclusion, Contribution to Local and Community Development

GRI Disclosures: 2-9, 2-10, 2-11, 2-13, 2-15, 2-19, 2-20, 2-23, 2-26, 2-27, 3-3, 201-1, 202-2, 205-2, 405-1

KPIs

- Corporate ethics and transparency.
- Proportion of independent directors.
- Proportion of women on the Board of Directors.
- Shareholder dispersion.
- Disclosure of information and equal treatment of shareholders.

Achievements

- Framework policy for transactions between related parties.
- Whistleblower investigation procedure.
- Non-retaliation policy for whistleblowers.
- Public bidding procedures.

Future Goals

- Social networks policy.
- Continuous improvement in the incorporation of practices and policies that guarantee corporate ethics and transparency.



CORPORATE GOVERNANCE

The values that guide the actions of the Board of Directors and Senior Management, as well as all the Company's personnel, are fundamentally aimed at transparency, integrity and business ethics; they are reflected in the [Code of Ethics](#) and in the internal integrity policies, deepening and reinforcing the supervision and control mechanisms.

12
Regular Members of
the Board of Director

4
Independent
Directors

2
Women Regular Members of
the Board of Directors

Highly qualified and experienced Board of Directors and first line management team

OUR BOARD OF DIRECTORS AND SENIOR MANAGEMENT

BOARD OF DIRECTORS

The Board of Directors is the body in charge of business management and decides on the policies and strategies developed by Senior Management. Our by-laws establish that the Board of Directors shall be composed of a minimum of six and a maximum of fifteen regular directors (and an equal or lesser number of alternate directors), elected by a majority vote of our shareholders at a general ordinary shareholders' meeting for a term of three fiscal years, and may be reelected indefinitely.

Currently, our Board of Directors is composed of twelve regular directors and three alternate directors⁸. Alternate directors will be called upon to serve in the event of absence, vacancy or death of a regular director and until a new director is designated.

⁸ 83% Men - 17% Women (Regular Directors).
8% Under 30 years old - 17% 30 to 50 years old - 75% Over 50 years old (Regular Directors).
92% Argentines - 8% Foreigners (Regular Directors).

Name	Position in IRSA	Date of designation in current position	Expiration of term of office	Current position held since
Eduardo S. Elsztain	Chairman	2021	2024	1991
Saúl Zang	1° Vice-Chairman	2021	2024	1994
Alejandro G. Elsztain	2° Vice-Chairman	2022	2025	2001
Fernando A. Elsztain	Regular Director	2023	2026	1999
David Williams*	Regular Director	2022	2025	2005
Mauricio Wior	Regular Director	2021	2024	2006
Daniel Ricardo Elsztain	Regular Director	2023	2026	2007
María Julia Bearzi*	Regular Director	2022	2025	2019
Oscar Pedro Bergotto*	Regular Director	2023	2026	2019
Liliana Luisa de Nadai*	Regular Director	2022	2025	2019
Ben Iosef Elsztain	Regular Director	2021	2024	2021
Nicolás Bendersky	Regular Director	2023	2026	2022
Gabriel A. G. Reznik	Alternate Director	2022	2025	2019
Iair Elsztain	Alternate Director	2023	2026	2020
Oscar Marcos Barylka	Alternate Director	2022	2024	2022

* 33% Independent

The term of office of the members of the Board of Directors will remain in effect until a Shareholders' Meeting is called to renew their powers and/or appoint new members of the Board of Directors.

More information: [here](#)

EMPLOYMENT CONTRACTS WITH DIRECTORS

We have no written contracts with our Directors. However, Messrs. Eduardo Sergio Elsztain, Saúl Zang, Alejandro Gustavo Elsztain, and Fernando Elsztain are employees of our Company under the Employment Contract Law No. 20,744.

Remuneration of the board of directors

The remuneration of our Directors, for each fiscal year, is determined in accordance with the guidelines established by the General Companies Law, taking into consideration whether or not they perform technical-administrative functions and based on the results obtained by the Company during the fiscal year. Once the amounts have been determined, they are submitted for approval by the Shareholders' Meeting⁹.

Senior Management

Our Board of Directors has the power to appoint and remove members of Senior Management. The following table sets forth information about our current Senior Management:

Name	Position	Current position held since
Eduardo S. Elsztain	Chief Executive Officer	1991
Arnaldo Jawerbaum	Chief Operating Officer	2020
Matías Gaivironsky	Chief Administrative and Financial Officer	2011
Jorge Cruces	Chief Investment Officer	2020

More information: [here](#)

⁹The Executive Committee, together with the Human Resources Management, establishes the remuneration of directors and senior management.

BOARD OF DIRECTORS COMMITTEES AND SUPERVISORY COMMITTEE

Executive Committee

Pursuant to our by-laws, the activities of our business are managed by the Executive Committee, which is composed of five regular directors, including the Chairman, First Vice-Chairman and Second Vice-Chairman of the Board of Directors. The current regular members of the Executive Committee are:

- **Eduardo Sergio Elsztain**
- **Saúl Zang**
- **Alejandro Gustavo Elsztain**
- **Daniel Ricardo Elsztain**
- **Fernando Elsztain**

The Executive Committee is responsible for the management of the daily business pursuant to the authority delegated to it by the Board of Directors, in accordance with applicable laws and our by-laws. Pursuant to section 269 of the General Companies Law, the Executive Committee is responsible for the management of the ordinary business and also reviews, analyzes and indicates the guidelines of the strategic plan for subsequent consideration by the Board of Directors, which includes the different environmental, social and corporate governance aspects.

Financial Risk Committee

The Financial Risk Committee is in charge of analyzing investments and the inherent risks.

Audit Committee

Pursuant to Law No. 26,831, the Capital Market Law and the amended text of the CNV regulations, our Board of Directors established the Audit Committee. This is a Committee of the Board of

Directors, whose main function is to assist it in (i) the fulfillment of its responsibility to exercise due care, diligence and suitability in relation to our Company, in particular, in the application of the accounting policy and the issuance of accounting and financial information; (ii) the management of business risks and internal control systems; (iii) the conduct and ethics of the Company's business; (iv) the supervision of the integrity of our financial statements; (v) the Company's compliance with legal provisions; (vi) the independence and suitability of the independent auditor; (vii) the evaluation of the performance of our Company's internal audit function and of the external auditors and (viii) the issuance, upon request of the Board of Directors, of its opinion as to whether the conditions of transactions between related parties for relevant amounts can be considered reasonably adequate to normal and usual market conditions.

In accordance with the provisions of the Capital Market Law and the regulations of the CNV and the Securities and Exchange Commission (SEC), the Audit Committee is made up of three independent members of the Board of Directors. On December 12, 2019, by resolution of the Board of Directors, the Audit Committee is made up of the following members:

- **Oscar Pedro Bergotto**
- **Liliana Luisa de Nadai**
- **María Julia Bearzi**

The Board of Directors appointed Maria Julia Bearzi as a financial expert, in accordance with the relevant SEC regulations. All the members of the Board of Directors are independent, (thus) complying with the provisions set forth in Rule 10 (A) - 3 (b) 1.

Supervisory Committee

The Supervisory Committee is responsible for reviewing and supervising the administration and affairs of the Company, as well as verifying compliance with the by-laws and the resolutions adopted at the shareholders' meetings. The members of the Supervisory Committee are appointed at the annual ordinary shareholders' meeting for a one-fiscal year term. The Supervisory Committee is composed of three regular statutory auditors and three alternate statutory auditors, pursuant to Section 294 of the General Companies Law No. 19,550, as amended. It must meet (at least) once every three months. The following table includes information about the members of our Supervisory Committee, who were elected at the annual ordinary shareholders' meeting held in October, 2023.

Name	Position	Current position held since
José Daniel Abelovich	Regular statutory auditor	1992
Marcelo Héctor Fuxman	Regular statutory auditor	1992
Noemí Ivonne Cohn	Regular statutory auditor	2010
Roberto Daniel Murmis	Alternate statutory auditor	2005
Paula Sotelo	Alternate statutory auditor	2020
Cynthia Deokmellian	Alternate statutory auditor	2022

More information: [here](#)

RISK MANAGEMENT

The Board of Directors takes actions to identify, assess and mitigate the Company's exposure to strategic, financial, operational and corporate governance risks. With the participation of the Executive Committee, the Board of Directors assesses, on an ongoing basis, the Company's business activity, including risks, the opportunities offered by market conditions at any given time and compliance with the operational and strategic objectives of the business. As part of its regular risk management practice, it continuously monitors investments and the inherent risks through the Financial Risk Committee.

The **Comprehensive Risk Management Policy** has the objective of defining the general framework of action for the comprehensive management of the risks faced by the Company. Management is responsible for ensuring adequate risk management and identification in their respective areas, implementing mitigation plans and necessary controls, and complying with regulations and specific policies in force.

ETHICS AND CORPORATE TRANSPARENCY

At IRSA, we apply ethical principles, among which is the "zero tolerance" to acts of fraud or corruption, which may be carried out by all stakeholders. We have a **Code of Ethics** and corporate policies, such as the **Anti-Corruption Policy**, Related Party Transactions Framework Policy, Conflict of Interest Policy, the application of anti-corruption clauses in contracts, fraud risk assessment, internal control system (including fraud prevention) and an **Ethics Committee**, which manages the Code of Ethics and receives complaints through an outsourced hotline that guarantees confidentiality and allows them to be made anonymously. Complaints are handled and resolved by the Ethics Committee.

Policies and procedures

- **Anti-Corruption Policy**, which defines the activities and acts that are not allowed, complementing the provisions of the Code of Ethics.
- **Related Party Framework Policy**, which defines the specific control and approval procedure for transactions of relevant amounts.
- **Anti-Retaliation Policy**, which establishes whistleblower protection.
- **Conflict of Interest Policy**, which establishes the guidelines to be applied in the event of a conflict of interest.
- **Complaint Investigation Procedure**.
- The **Public Bidding Procedure** was approved.

During 2023, the following training courses were held:

BOARD OF DIRECTORS

As part of the annual training, the Board of Directors was given a video presentation on cybersecurity, referring to the progress of the different intrusion techniques to breach the computer systems of companies and individuals.

EMPLOYEES

Training was provided to managers in the areas of finance, services, management, legal, human resources and compliance on the progress of the various intrusion techniques that breach computer systems. This training was provided by an external consultant in a virtual meeting. In addition, reminder e-mails were sent through Success Factors (internal communication system) about the new outsourced channels of the whistleblower hotlines and reminder posters were placed in the central offices and shopping mall offices to remind of the change in the whistleblower hotlines.

CODE OF ETHICS

The main objective of the [Code of Ethics](#) is to promote and disseminate the ethical framework within which the Company operates. The Code addresses issues such as: work environment, confidential information, business integrity, conflict of interest and care of the company's assets. It applies to all personnel and directors, who, during the reporting period, were informed of the change in the

channels for reporting, anonymously and under strict confidentiality, any alleged irregularity or non-compliance with the Code of Ethics. At the same time, the whistleblower channels have been outsourced, as of the current fiscal year, to a firm specializing in the subject, and the Ethics Committee maintained the administration and resolution of issues related to the Code, being in charge of the investigations and resolutions of the cases presented. At the same time, the Anti-Corruption Policy is available to all parties and training has been provided to the Board of Directors on Law No. 27,401 (Corporate Criminal Liability Law).

ETHICS COMMITTEE

We have an Ethics Committee, focused on the administration and resolution of issues related to the Company's Code of Ethics. It has two instances, one made up of Managers and the other made up of Directors. All employees can access to make complaints by telephone, mail, mail or in person, contacting any of its members. Those who communicate can do so anonymously and the information is treated confidentially. Queries or complaints received by the Committee are recorded, analyzed and resolved, and a detailed report on each case is periodically submitted to the Audit Committee.

WHISTLEBLOWER CHANNEL

The following channels are available to report, anonymously and under strict confidentiality, any presumed irregularity related to our company: a) **Telephone:** 0-800-999-4636 / 0-800-122-7374; b) **Web:** www.resguarda.com/IRSA; c) **E-mail:** etica.irs@resguarda.com CABA, Argentina¹⁰. More information: [here](#)

OUR COMPLIANCE MODEL

We have a Compliance model that manages the risks to which the Company is exposed. The model used to fulfill this function coordinates, within the Compliance Management, five areas that, together, offer the security framework and control environment according to the company's risk profile. Below is a description of the main functions of each of them:

1. Corporate Governance

As with all public companies, in order to protect the interests of our shareholders, we must ensure that the model of design, integration and operation of the Company's governing bodies allow it to consolidate its position in the market due to its transparency. The purpose of the Corporate Governance Management is to evaluate and consolidate the appropriate management and control structures, to set up the necessary committees for decision making and to comply with the laws and regulations to which the Company is subject. In the adopted Corporate Governance model, the following principles are pursued:

- Protection and fair treatment of all shareholders.
- Transparency in transactions and adequate disclosure of the Company's relevant facts.
- Appropriate treatment of third parties involved: suppliers, customers and collaborators.
- Adequate supervision of the management team by the Board of Directors

2. Process Quality

The Company documents its policies and procedures, which are previously developed and validated with the management team. As a whole, these constitute the documentary model that is communicated to all personnel, thus preserving and transmitting knowledge, as well as assessing its effective compliance and laying the foundations for its continuous improvement.

3. Information Security

By information security we mean the process by which the Company protects the confidentiality, integrity and availability of information and data. The vision of the Information Security area is to offer best security practices, with the objective of providing the appropriate mechanisms to protect its IT assets and information systems, and to minimize the risks to which the Organization is exposed, achieving an environment of protection. The pillars are:

- Security (confidentiality of sensitive information)
- Continuity (availability of systems and information)
- Data (information integrity)

Based on them, an Information Security Strategic Plan has been designed, focused on strengthening, aligning and adding value to maximize the level of the security framework applied, based on international standards.

4. Risk Management and Internal Audit

This area is responsible for carrying out the following activities:

I. Risk assessment: It involves collaborating with those responsible for the area in analyzing operational, regulatory and reputational risks, which are relevant to achieving the objectives. It also includes the task of documenting risks, assigning them a value (risk level) and considering the internal or external factors that cause them.

II. Control design review: It consists of assisting the area managers to establish the necessary controls for each process and, thus, reduce risks to an acceptable level. It also addresses the adequate separation of incompatible functions (custody of assets, authorization, registration).

III. Control compliance review: The task consists of running independent and objective tests to verify the operational compliance of previously defined controls, in order to determine whether they are present and working properly. The area performs the following types of reviews:

- Cross-sectional reviews: end-to-end reviews of the processes, verifying that the operating areas have the internal controls and procedures in place to mitigate the risks under their responsibility.
- Occasional reviews: verifications of key controls of a particular activity, to check the degree of compliance by the responsible areas.

IV. Special projects: These are collaborative works with other areas, to solve complex problems or mitigate the emergence of new risks. Annually, the area submits the Internal Audit Plan to the Audit Committee with the planned reviews, which may vary in scope and frequency, depending on the risk assessment, aligned with business objectives and stakeholder priorities; it ends with the issuance of reports, which are delivered to the responsible management, the General Manager and the Audit Committee. In addition, the area holds regular meetings with such Committee.

V. Evaluation of the system for the prevention of money laundering and financing of terrorism in related companies: The task consists of reviewing the proper functioning of the system for the prevention of

¹¹ There were no cases of corruption during the reporting period.

money laundering and financing of terrorism of related companies subject to FIU regulations.

Companies listed under U.S. Securities and Exchange Commission (SEC) regulation are required by the Sarbanes-Oxley Act (SOX) to issue a certification on their financial statements and financial information. The Risk Management and Audit area plans, executes and coordinates the annual SOX Certification process to ensure that the financial statements adequately reflect the economic reality of the Company. Management uses the Internal Control - Integrated Framework, issued by the Committee of Sponsoring Organizations of the Treadway Commission (“COSO Report 2013”), to evaluate the effectiveness of internal controls over financial reporting and the U.S. National Institute of Technical Standards Cybersecurity Framework (NIST Cybersecurity Framework), for assessing the security of the Company’s information systems.

More information: [here](#)



ECONOMIC PERFORMANCE

We issued our [Annual Report and Financial Statements](#) under international financial reporting standards, corresponding to IRSA Inversiones y Representaciones Sociedad Anónima, as of June 30, 2023, in compliance with the legal and statutory provisions in force. The main entities included in our Consolidated Financial Statements are IRSA Inversiones y Representaciones S.A., Panamerican Mall S.A., Arcos del Gourmet S.A., Shopping Neuquén S.A., Hoteles Argentinos S.A., Llao Resorts S.A., Nuevas Fronteras S.A., We are appa S.A.

Economic Value Generated and Distributed (ARS Millions)			
	Stakeholders	2023	2022
Direct Economic Value Generated		64,154	142,331
Revenues	Customers	89,285	69,168
Other revenue		-25,131	73,163
Distributed Economic Value		6,060	67,109
Operating Costs	Suppliers	36,980	22,773
Employee Wages and Benefits	Employees	17,087	13,957
Payments to Providers of Capital	Credit providers	13,051	18,820
Taxes	Government	-61,078	11,537
Community Investments *	Community	20	22
ECONOMIC VALUE RETAINED		58,094	75,222

* Corresponds to the amount of social investment made by IRSA. Does not include the amount of social investment made by IRSA Foundation.

INVESTOR RELATIONS AND INFORMATION DISCLOSURE

The Investor Relations team is exclusively dedicated to meeting the needs and inquiries of current and/or potential investors, providing them with the required information, giving equal treatment to all, without distinction.

• Equal treatment for all shareholders, local or international

The Company does not make a distinction with respect to its relevance as all shareholders are treated equally. Through the custodian banks of ordinary shares and ADRs, IRSA promotes the participation in the shareholders meetings of local and foreign, institutional and retail shareholders

• **Simultaneous communications to the market (both in english and spanish)**

In addition to the publications in the different control agencies (CNV, BYMA, SEC), we communicate all our relevant events through an e-mail distribution system, which reaches a significant number of current and/or potential investors and analysts. In addition, at each presentation of the interim and annual financial statements, we issue a “Press Release” for the investor market and, subsequently, hold a conference call with online presentation, where investors and analysts can contact Company officials directly and ask questions in real time.

• **Updated website with complete information and independent whistleblower hotline**

We have a website (www.irsacom.ar), through which shareholders and other current and/or potential investors can be informed of all relevant facts of IRSA and, at the same time, communicate with the Investor Relations department, to obtain information and receive a response on any type of query related to the Company. Likewise, on the website, all stakeholders have the possibility of accessing institutional information, its corporate governance and sustainability practices; in addition, contact channels are established for possible queries with the Institutional Relations, Environment and Human Resources departments.

• **Active role in local and international conferences. Periodically, the company organizes an investor and analyst day in New York.**

We participate in local and international fixed and variable income conferences, and organizes (on a periodic basis) an annual Investor Day in New York City, where our Chairman and Senior Management meet with investors and review the Company’s annual results and perspectives.



LISTING AND REGULATORY COMPLIANCE

- Listed on BYMA since 1948 and NYSE Level 3 since 1994.
 - In compliance with Sarbanes - Oxley.
 - Audit Committee.
- Corporate Governance policies and practices.

CONTROL AND SHAREHOLDING STRUCTURE

- Controlling shareholder with 56.9%. Float 43.1%.
- One share = one vote. Equal voting rights for all shareholders.
- One class of common shares.

BEST RI PRACTICES

- Equal treatment for all shareholders, local or international.
- Simultaneous communications to the market (both in English and Spanish).
- Updated website, with complete information for investors and the general public, and with direct independent access to the whistleblower hotline.
 - Active role in local and international conferences. Periodically, the Company organizes an Investor & Analyst Day in New York.

More information: [here](#)

ABOUT THE REPORT

GRI Disclosures: 2-2, 2-3, 3-1, 3-2



ABOUT THE REPORT

We present our third Sustainability Report 2023, which includes information on our operations and performance, as well as social and environmental commitments for the period from July 1, 2022 to June 30, 2023.

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards, a global, multi-sectoral and optional standard, which provides guidance to companies around the world through indicators and principles, so that critical information for the development of sustainable business is reported. At the same time, for the first time, we began reporting using the Sustainability Accounting Standard Board (SASB) Standards for the Real Estate Sector.

For opinions, questions and suggestions related to the company's sustainability, please contact:
Santiago Donato
 Investor Relations and ESG
sdonato@irsa.com.ar

To prepare this Report, we conducted an update of our 2022 Materiality Matrix, with the participation of representatives of our different stakeholders. On that basis, we conducted an analysis of the company's sustainability context, the issues considered by our ESG Strategy, aspects arising from the GRI and SASB Standards, material issues identified by other companies in the sector, and other guidelines and specialized documents on different topics that address corporate sustainability.

The conclusions of this process have allowed us to determine 13 material topics, associated not only with sustainability impacts (positive and negative, actual and potential) arising from our activities, but also sustainability impacts that may affect our business.

Material Topic	Associated GRI and SASB standards
Regulatory compliance	GRI 206- ANTI-COMPETITIVE BEHAVIOR GRI 418- CUSTOMER PRIVACY
Business ethics and transparency	GRI 205- ANTI-CORRUPTION
Waste management	GRI 306- WASTE
Human capital training and development	GRI 404- TRAINING AND EDUCATION
Occupational health and safety	GRI 403- OCCUPATIONAL HEALTH AND SAFETY
Financial statement quality, disclosure and auditing	GRI 201- ECONOMIC PERFORMANCE SASB- ACTIVITY METRICS
Energy efficiency and renewable energy	GRI 302- ENERGY SASB- ENERGY MANAGEMENT
Diversity, gender equality and inclusion	GRI 401- EMPLOYMENT GRI 405- DIVERSITY AND EQUAL OPPORTUNITY GRI 406- NON-DISCRIMINATION
Contribution to local and community economic development	GRI 202- MARKET PRESENCE GRI 203- INDIRECT ECONOMIC IMPACTS GRI 413- LOCAL COMMUNITIES
Water management	GRI 303- WATER AND EFFLUENTS SASB- WATER MANAGEMENT
Tenant and Supplier Management	GRI 204- PROCUREMENT PRACTICES SASB- MANAGEMENT OF TENANT SUSTAINABILITY IMPACTS
Climate Change	GRI 305- EMISSIONS SASB- CLIMATE CHANGE ADAPTATION

Find all our reports at [here](#)

GRI AND SASB CONTENT INDEX

Statement of use

IRSA INVERSIONES Y REPRESENTACIONES S.A. has presented the information cited in this GRI content index for the period from 7/1/2022 to 6/31/2023 using the GRI Standards as a reference.

GRI 1 used

GRI 1: Foundation 2021
The SASB Standards for the Real Estate sector were used.

GRI standard / Other source	Disclosure	Location	2030 AGENDA	
			SDG	Targets
General disclosures				
GRI 2: GENERAL DISCLOSURES 2021	1. The organization and its reporting practices			
	2-1 Organizational details	6		
	2-2 Entities included in the organization's sustainability reporting	71 - Note 1		
	2-3 Reporting period, frequency and contact point	71		
	2-4 Restatements of information	N/A		
	2-5 External assurance	For the time being, we decided not to perform an external verification, but we will evaluate it for future reports.		
	2. Activities and workers			
	2-6 Activities, value chain and other business relationships	6, 55		
	2-7 Employees	47	8 - 10	8.5 - 10.3
	2-8 Workers who are not employees	N/A	8	8.5
3. Governance				
2-9 Governance structure and composition	64	5 - 16	5.5 - 16.7	
2-10 Nomination and selection of the highest governance body	64	5 - 16	5.5 - 16.7	

GRI standard / Other source	Disclosure	Location	2030 AGENDA		
			SDG	Targets	
Contenidos generales					
GRI 2: GENERAL DISCLOSURES 2021	2-11 Chair of the highest governance body	64	16	16.6	
	2-13 Delegation of responsibility for managing impacts	64			
	2-15 Conflicts of interest	64	16	16.6	
	2-19 Remuneration policies	64			
	2-20 Process to determine remuneration	64			
	4. Strategy, policies and practices				
	2-22 Statement on sustainable development strategy	5			
	2-23 Policy commitments	64	16	16.3	
	2-26 Mechanisms for seeking advice and raising concerns	64	16	16.3	
	2-27 Compliance with laws and regulations	21, 64	During fiscal year 2023, 22 cases of significant non-compliance with laws and regulations were received, which resulted in fines (3 of which correspond to previous fiscal years).		
	2-28 Membership associations	17			
	5. Stakeholder engagement				
	2-29 Approach to stakeholder engagement	17			
	2-30 Collective bargaining agreements	47	8	8.8	

GRI standard / Other source	Disclosure	Location	2030 AGENDA		
			SDG	Targets	
MATERIAL TOPICS					
GRI 3: MATERIAL TOPICS 2021	3-1 Process to determine material topics	71			
	3-2 List of material topics	71			
REGULATORY COMPLIANCE					
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	21, 64			
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		We have not received any legal actions regarding unfair competition and monopolistic and anti-competitive practices.	16	16.3
GRI 418: CUSTOMER PRIVACY 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		We have not received substantiated complaints regarding breaches of customer privacy and loss of customer data.	16	16.3 - 16.10
BUSINESS ETHICS AND TRANSPARENCY					
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	64			
GRI 205: ANTI-CORRUPTION 2016	205-2 Communication and training about anti-corruption policies and procedures	64		16	16.5
	205-3 Confirmed incidents of corruption and actions taken		During fiscal year 2023, we have had no confirmed cases of corruption.	16	16.5
WASTE MANAGEMENT					
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	21, 32			
GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related impacts	21		3 - 6 - 11 - 12	3.9 - 6.3 - 6.6 - 6.a - 6.b - 11.6 - 12.4 - 12.5
	306-2 Management of significant wasterelated impacts	21		3 - 6 - 8 - 11 - 12	3.9 - 6.3 - 8.4 - 11.6 - 12.4 - 12.5
	306-3 Waste generated	21		3 - 6 - 11 - 12 - 15	3.9 - 6.6 - 11.6 - 12.4 - 12.5 - 15.1
	306-4 Waste diverted from disposal	21		3 - 11 - 12	3.9 - 11.6 - 12.4 - 12.5
	306-5 Waste directed to disposal	21		3 - 6 - 11 - 12 - 15	3.9 - 6.6 - 11.6 - 12.4 - 12.5 - 15.1

GRI standard / Other source	Disclosure	Location	2030 AGENDA	
			SDG	Targets
HUMAN CAPITAL TRAINING AND DEVELOPMENT				
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	47		
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	47	4 - 8 - 10	4.3 - 4.4 - 4.5 - 5.1 - 8.2 - 8.5 - 10.3
	404-2 Programs for upgrading employee skills and transition assistance programs	47	8	8.2 - 8.5
	404-3 Percentage of employees receiving regular performance and career development reviews	47	5 - 8 - 10	5.1 - 8.5 - 10.3
OCCUPATIONAL HEALTH AND SAFETY				
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	45		
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	45	8	8.8
	403-2 Hazard identification, risk assessment, and incident investigation	45	8	8.8
	403-3 Occupational health services	45	8	8.8
	403-4 Worker participation, consultation, and communication on occupational health and safety	45	8 - 16	8.8 - 16.7
	403-5 Worker training on occupational health and safety	45	8	8.8
	403-6 Promotion of worker health	45	3	3.2 - 3.5 - 3.7 - 3.8
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	45	8	8.8
	403-8 Workers covered by an occupational health and safety management system	45	8	8.8
	403-9 Work-related injuries	45	3 - 8 - 16	3.6 - 3.9 - 8.8 - 16.1
	403-10 Work-related ill health	45	3 - 8 - 16	3.3 - 3.4 - 3.9 - 8.8 - 16.1

GRI standard / Other source	Disclosure	Location	2030 AGENDA	
			SDG	Targets
QUALITY OF FINANCIAL STATEMENTS, DISCLOSURE AND AUDITING				
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	6, 64		
GRI 201: ECONOMIC PERFORMANCE 2016	201-1 Direct economic value generated and distributed	64	8 - 9	8.1 - 8.2 - 9.1 - 9.4 - 9.5
	201-4 Financial assistance received from government	IRSA does not receive any financial assistance from the government.		
SASB- ACTIVITY METRICS	IF-RE-000.A Number of assets, by property sector	6		
	IF-RE-000.B Leasable floor area, by property sector	6		
	IF-RE-000.C Percentage of indirectly managed assets, by property sector	6		
	IF-RE-000.D Average occupancy rate, by property sector	6		
ENERGY EFFICIENCY AND RENEWABLE ENERGY				
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	21, 32		
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	21	7 - 8 - 12 - 13	7.2 - 7.3 - 8.4 - 12.2 - 13.1
	302-3 Energy intensity	21	7 - 8 - 12 - 13	7.3 - 8.4 - 12.2 - 13.1
SASB- ENERGY MANAGEMENT	IF-RE-130a.1 Energy consumption data coverage as a percentage of total floor area, by property sector	Information not available		
	IF-RE-130a.2 (1) Total energy consumed by portfolio area with data coverage, (2) percentage grid electricity and (3) percentage renewable, by property sector	Information not available		
	IF-RE-140a.3 Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	Information not available		
	IF-RE-130a.4 Percentage of eligible portfolio that (1) has an energy rating and (2) is certified to ENERGY STAR, by property sector	21		
	IF-RE-130a.5 Description of how building energy management considerations are integrated into property investment analysis and operational strategy	21		

GRI standard / Other source	Disclosure	Location	2030 AGENDA	
			SDG	Targets
DIVERSITY, GENDER EQUALITY AND INCLUSION				
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	47, 53, 59, 64		
GRI 401: EMPLOYMENT 2016	401-1 New employee hires and employee turnover	47	5 - 8 - 10	5.1 - 8.5 - 8.6 - 10.3
	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees	47, 59	3 - 5 - 8	3.2 - 5.4 - 8.5
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1 Diversity of governance bodies and employees	59, 64	5 - 8	5.1 - 5.5 - 8.5
	405-2 Ratio of basic salary and remuneration of women to men	59	5 - 8 - 10	5.1 - 8.5 - 10.3
GRI 406: NON-DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	59	5 - 8	5.1 - 8.8
CONTRIBUTION TO LOCAL AND COMMUNITY ECONOMIC DEVELOPMENT				
GRI 3: MATERIAL TOPICS 2021	3-3 Management of material topics	6, 35, 59, 64		
GRI 202: MARKET PRESENCE 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	59	1 - 5 - 8	1.2 - 5.1 - 8.5
	202-2 Proportion of senior management hired from the local community	64	8	8.5
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1 Infrastructure investments and services supported	6	5 - 9 - 11	5.4 - 9.1 - 9.4 - 11.2
GRI 413: LOCAL COMMUNITIES 2016	413-1 Operations with local community engagement, impact assessments, and development programs	35 - Note 2		
WATER MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 32		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	21	6 - 12	6.3 - 6.4 - 12.4
	303-2 Management of water dischargerelated impacts	21	6	6.3

GRI standard / Other source	Disclosure	Location	2030 AGENDA	
			SDG	Targets
WATER MANAGEMENT				
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	21	6	6.4
SASB- Water Management	IF-RE-140a.1 Water withdrawal data coverage as a percentage of (1) total floor area and (2) floor area in regions with High or Extremely High Baseline Water Stress, by property sector	Information not available		
	IF-RE-140a.2 (1) Total water withdrawn by portfolio area with data coverage and (2) percentage in regions with High or Extremely High Baseline Water Stress, by property sector	Information not available		
	IF-RE-140a.3 Like-for-like percentage change in water withdrawn for portfolio area with data coverage, by property sector	Information not available		
	IF-RE-140a.4 Description of water management risks and discussion of strategies and practices to mitigate those risks	21		
TENANT AND SUPPLIER MANAGEMENT				
GRI 3: Material Topics 2021	3-3 Management of material topics	55		
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	55	8	8.3
SASB- Management of Tenant Sustainability Impacts	IF-RE-410a.1 (1) Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and (2) associated leased floor area, by property sector	Information not available		
	IF-RE-410a.2 Percentage of tenants that are separately metered or submetered for (1) grid electricity consumption and (2) water withdrawals, by property sector	Information not available		
	IF-RE-410a.3 Discussion of approach to measuring, incentivising and improving sustainability impacts of tenants	55		
CLIMATE CHANGE				
GRI 3: Material Topics 2021	3-3 Management of material topics	21, 32		
SASB- Climate Change Adaptation	IF-RE-450a.1 Area of properties located in 100-year flood zones, by property sector	Information not available		
	IF-RE-450a.2 Description of climate change risk exposure analysis, degree of systematic portfolio exposure, and strategies for mitigating risks	21		

NOTE 1

Below is a detail of the entities that are part of the sustainability report compared to the consolidated and audited financial statements:

Company	Economic	Environmental	Social		Governance
			Labor Practices	Social Investment	
Part of the audited consolidated financial statements					
IRSA Inversiones y Representaciones S.A.	✓	✓	✓	✓	✓
Panamerican Mall S.A.	✓	✓	✓	✓	✓
Arcos del Gourmet S.A.	✓	✓	✓	✓	✓
Shopping Neuquén S.A.	✓	✓	✓	✓	✓
Hoteles Argentinos S.A.	✓			✓	✓
Llao Llao Resorts S.A.	✓			✓	✓
Nuevas Fronteras S.A.	✓			✓	✓
We area appa S.A.	✓			✓	✓
Not part of the audited consolidated financial statements					
IRSA Foundation				✓	

NOTE 2

Below is a list of the civil society organizations with which we have developed relationships:

Buenos Aires

SOLEIL PREMIUM OULET (BOULOGNE, SAN ISIDRO)

ASOCIACIÓN CIVIL POR LOS JÓVENES DON BOSCO
 ASOCIACIÓN CIVIL PUENTES
 EMBARRIARTE LA CAVA SAN ISIDRO. ASOCIACIÓN CIVIL SIN FINES DE LUCRO
 FUNDACIÓN ALANDAR
 FUNDACIÓN BISBLICK, COMPROMISO SOCIAL
 FUNDACIÓN EL POBRE DE ASIS
 FUNDACIÓN GREENPACE ARGENTINA
 FUNDACIÓN LOS NARANJOS
 FUNDACIÓN MARÍA CECILIA DE AYUDA AL NIÑO ONCOLÓGICO
 FUNDACIÓN PEQUEÑOS PUENTES
 FUNDACIÓN PRO VIVENCIA SOCIAL
 FUNDACIÓN REVIVIR
 FUNDACIÓN SI ARGENTINA
 FUNDACIÓN UNIENDO CAMINOS
 LA CASA DEL REENCUENTRO
 POTENCIALIDADES ASOCIACIÓN CIVIL
 PUERTA DEL CIELO
 SANTA JUANA ANTIDA ASOCIACIÓN CIVIL

SAN MARTÍN PROJECT (SAN MARTÍN)

CENTRO DE DÍA CREI SRL
 FUNDACIÓN PRO VIVENCIA SOCIAL
 UNIVERSIDAD NACIONAL DE GRAL. SAN MARTÍN

ALTO AVELLANEDA (SARANDÍ, AVELLANEDA)

ASOCIACIÓN CIVIL PROYECTO PURA VIDA
 ASOCIACIÓN CIVIL SUPERSALUDABLE
 ASOCIACIÓN DOWN AVELLANEDA
 CIMIENTOS SOCIEDAD ANÓNIMA
 COMPAÑÍA DE JESÚS (PROGRAMA SEAMOS UNO=
 FUNDACIÓN CIMIENTOS
 FUNDACIÓN GREENPEACE ARGENTINA
 FUNDACIÓN MONSEÑOR DI PASQUO
 FUNDACIÓN PELOTA DE TRAPO
 FUNDACIÓN SI ARGENTINA
 FUNDACIÓN VIVIENDA DIGNA
 HACIENDO CAMINOS ASOCIACIÓN CIVIL
 PEQUEÑA OBRA DE LA DIVINA PROVIDENCIA 8COTOLENGO DON ORIONE)

Autonomous City of Buenos Aires

ALTO PALERMO (PALERMO)

BOCALAN ARGENTINA ASOCIACIÓN CIVIL
 CASA DE LA CULTURA DE LA CALLE ASOCIACIÓN CIVIL
 CHICAS EN TECNOLOGÍA ASOCIACIÓN CIVIL
 COMPAÑÍA DE JESÚS (PROGRAMA SEAMOS UNO)
 FUNDACIÓN CÁNCER FUCA
 FUNDACIÓN DE CARDIOLOGÍA ARGENTINA
 FUNDACIÓN ECOMUJERES
 FUNDACIÓN GREENPEACE ARGENTINA
 FUNDACIÓN MEDIAPILA
 FUNDACIÓN MUJERES EN IGUALDAD
 FUNDACIÓN NATALIA DAFNE FLEXER
 FUNDACIÓN POR LAS CARDIOPATIAS CONTENITAS
 FUNDACIÓN SI ARGENTINA

ALCORTA SHOPPING (BARRIO PARQUE)

ASOCIACIÓN CIVIL DETRÁS DE TODO PARA LA INCLUSIÓN SOCIAL
 ASOCIACIÓN CIVIL EL OTRO ME IMPOORTA
 ASOCIACIÓN CIVIL INGENIARIAS SIN FRONTERAS ARGENTINA
 ASOCIACIÓN CIVIL MAMIS SOLIDARIAS
 ASOCIACIÓN CIVIL MENSAJEROS DE LA PAZ

COMPAÑÍA DE JESUS (PROGRAMA SEAMOS UNO)
 FUNDACIÓN DE LOS COLORES
 FUNDACIÓN FUNDALAM
 FUNDACIÓN FUNDALUBA
 FUNDACIÓN GREENPEACE ARGENTINA
 FUNDACIÓN PAZ POR LA NO VIOLENCIA FAMILIAR
 FUNDACIÓN SI ARGENTINA
 LUZ DE ESPERANZA ASOCIACIÓN CIVIL

DOT BAIRES SHOPPING (SAAVEDRA)

ANIMANDO VIDAS ASOCIACIÓN CIVIL
 ASOCIACIÓN ALDEAS INFANTILES SOS
 ASOCIACIÓN CIVIL PRROYEVTO PLATO LLENO
 ASOCIACIÓN CIVIL SIN FINES DE LUCRO AME
 ASOCIACIÓN CIVIL SUMANDO
 ASOCIACIÓN CIVIL SUPERSALUDABLE
 ASOCIACIÓN CIVIL UN ARBOL
 BOCALAN ARGENTINA ASOCIACIÓN CIVIL
 CIMIENTOS SOCIEDAD ANÓNIMA
 CLUB SOCIAL Y DEPORTIVO ESTUDIANTES DEL NORTE
 COMPAÑÍA DE JESÚS (PROGRAMA SEAMOS UNO)
 E.P.C. Nº14 D.E. 15 “DR. VICENTE CARMELO GALLO”
 ESCUELA DE EDUCACIÓN MEDIA Nº 5 D.E. 15 “MONSEÑOR ENRIQUE ANGELELLI”
 ESCUELA INFANTIL Nº8 D.E. 10 “CAMINITO”
 ESCUELA Nº11 D.E. FRAY LUIS BELTRAN
 ESCUELA Nº13 D.E. 110 RICARDO MONNER SANS
 ESCUELA Nº13 D.E. 15 “DR. IGNACIO LUCAS ALBARRACÍN”
 ESCUELA Nº18 “JUAN B. TERÁN”
 FUNDACIÓN ALEGRAÑATAS
 FUNDACIÓN ENSEÑA POR ARGENTINA
 FUNDACIÓN JUNIOR ACHIEVEMENT ARGENTINA
 FUNDACIÓN LEER
 FUNDACIÓN MANOS VERDES POR UNA MAYOR CONCIENCIA AMBIENTAL
 FUNDACIÓN PEQUEÑOS PUENTES
 FUNDACIÓN RECIDUCA
 FUNDACIÓN RUGBY SI FRONTERAS
 FUNDACIÓN SI ARGENTINA
 FUNDACIÓN UNIENDO CAMINOS
 FUUNDACIÓN GREENPEACE ARGENTINA
 POTECIALIDADES ASOCIACIÓN CIVIL

VERGEL ASOCIACIÓN CIVIL
 VOY CON VOS ASOCIACIÓN CIVIL POR LA EDUCACIÓN

DISTRITO ARCOS PREMIUM OULET (PALERMO)

ASOCIACIÓN CIVIL CASCOS VERDES
 ASOCIACIÓN CIVIL POR LA RESPONSABILIDAD SOCIAL AMARTYA
 ASOCIACIÓN CIVIL POR LOS CHICOS
 ASOCUACIÓN CIVIL UN ARBOL
 BOCALAN ARGENTINA ASOCIACIÓN CIVIL
 COMPAÑÍA DE JESÚS (PROGRAMA SEAMOS UNO)
 FUNDACIION PH15
 FUNDACIÓN CASA GRANDE
 FUNDACIÓN ESPACIO REDES
 FUNDACIÓN GREENPEACE ARGENTINA
 FUNDACIÓN JUANITO
 FUNDACIÓN MANOS VERDES POR UNA MAYOR CONCIENCIA AMBIENTAL
 FUNDACIÓN RECIDUCA
 FUNDACIÓN SI ARGENTINA
 FUNDACIÓN VIDA SILVESTRE ARGENTINA
 ORQUESTA LA TOTITUD
 PALERMO CREATIVO
 PATRONATO DE LA INFANCIA
 VERGEL ASOCIACIÓN CIVIL

PATIO BULLRICH (RECOLETA)

COMPAÑÍA DE JESÚS (PROGRAMA SEAMOS UNO)
 EJERCITO DE SALVACIÓN
 FUNDACIÓN GREENPEACE ARGENTINA
 FUNDACIÓN LEER
 FUNDACIÓN PIDE UN DESEO - MAKE A WISH
 FUNDACIÓN RUGNY SIN FRONTERAS
 FUNDACIÓN SI ARGENTINA
 HABITAT PARA LA HUMANIDAD ARGENTINA ASOCIACIÓN CIVIL
 USINA DE JUSTITICA - ARGENTINA ASOCIACIÓN CIVIL

COSTA URBANA (COSTANERA)

ASOCIACIÓN CIVIL UN ARBOL
 COOPERATIVA DE TRABAJO GESTAR BARRIO RODRIGO BUENO
 VIVERA

ABASTO SHOPPING (BALVANERA)

- APADEA (ABASTO)
- ASOCIACIÓN CIVIL CANALES
- ASOCIACIÓN CIVIL LA BARCA
- ASOCIACIÓN CIVIL LA VEREDA
- ASOCIACIÓN XCIVIL EL OTRO ME IMPORTA
- BOCALAN ARGENTIINA ASOCIACIÓN CIVIL
- COMPAÑÍA DE JESUS (PROGRAMA SEAMOS UNO)
- FUNDACIÓN GREENPEACE ARGENTINA
- FUNDACIÓN HOSPITAL DE PEDIATRIA "PROF. JUAN P. GARRAHAN"
- FUNDACIÓN JUNIOR ACHIEVEMENT ARGENTINA
- FUNDACIÓN MARGARITA BARRIENTOS
- FUNDACIÓN PIDE UN DESEO - MAKE A WISH
- FUNDACIÓN SI ARGENTINA
- FUNDACIÓN SOSTEN
- FUNDACIÓN TZEDAKA

Córdoba

CÓRDOBA SHOPPING (BARRIO ALTOS DE SAN MARTÍN, CÓRDOBA CAPITAL)

- ASOCIACIÓN HOSPITAL INFANTIL
- CENTRO DE CAPACITACIÓN PARA JÓVENES Y NIUÑOS CON DISCAPACIDAD DELMAR
- COMPAÑÍA DE JESÚS (PROGRAMA SEAMOS UNO)
- EQUINOTERAPIA DEL AZUL
- FUNDACIÓN CAUSANA
- FUNDACIÓN GREENPEACE ARGENTINA
- FUNDACIÓN JEAN MAGGI
- FUNDACIÓN SI ARGEENTINA
- LIGA EDUCACIÓN ASOCIACIÓN CIVIL
- SOLES ASOCIACIÓN CIVIL

Mendoza

MENDOZA PLAZA SHOPPING (GUAYMALLÉN, MENDOZA)

- ASOCIACIÓN CIVIL RED DE MANOS UNIDAS
- ASOCIACIÓN CIVIL LA HIGUERA
- ASOCIACIÓN CIVIL POR LOS NIÑOS
- ASOCIACIÓN CIVIL TRAS-PASAR
- COMPAÑÍA DE JESÚS (PROGRAMA SEAMOS UNO)
- FUNDACIÓN ACCIONAR
- FUNDACIÓN ALQUIMIA CREATIVA
- FUNDACIÓN BANCO DE ALIMMENTOS MENDOZA
- FUNDACIÓN CON SENTIDOS
- FUNDACIÓN CREYENDO EN MI
- FUNDACIÓN GREENPECE ARGENTINA
- FUNDACIÓN HOSPITAL PEDIATRICO DR. HUMBERTO NUTTI
- FUNDACIÓN SI ARGENTINA
- FUNDACIÓN TIEMPO DE NIÑOS

Neuquén

ALTO COMAHUE (LA LOR, NEUQUÉN)

- FUNDACIÓN RUTA 40
- FUNDACIÓN S.E.N.O.
- FUNDACIÓN GREENPEACE ARGENTINA
- FUNDACIÓN CRUZADA PATAGÓNICA
- FUNDACIÓN SI ARGENTINA
- COMPAÑÍA DE JESÚS (PROGRAMA SEAMOS UNO)

Salta

ALTO NOA SHOPPING (1º DE MAYO, SALTA CAPITAL)

- COMPAÑÍA DE JESÚS (PROGRAMA SEAMOS UNO)
- FUNDACIÓN ANPUY
- FUNDACIÓN CASA FRATERNA
- FUNDACIÓN GRANO DE MOSTAZA
- FUNDACIÓN GREENPEACE ARGENTINA
- FUNDACIÓN POR NUESTROS NIÑOS
- FUNDACIÓN SI ARGENTINA
- FUNDACIÓN SOLAR INTI
- VOY CON VOS ASOCIACIÓN CIVIL POR LA EDUCACIÓN

Santa Fe

**ALTO ROSARIO SHOPPING (LAS MALVINAS, ROSARIO)
LA RIBERA SHOPPING (DIQUE 1, SANTA FE)**

- ASOCIACIÓN CIVIL A.R.A.S. (ASOCIACIÓN ROSARIA DE AYUDA SOLIDARIA)
- ASOCIACIÓN CIVIL LOS TIGRES DEL BARRIO GRÁFICO
- COMPAÑÍA DE JESÚS (PROGRAMA SEAMOS UNO)
- FUNDACIÓN HOY POR MAÑANA
- FUNDACIÓN ARGENTINA ONCO HEMATOLOGGICA PEDIATRIA
- FUNDACIÓN GREENPEACE ARGENTINA
- FUNDACIÓN MUNDO PEQUEÑO
- FUNDACIÓN SI ARGENTINA
- HOGAR CASSA CUNA ATANASIA H. DE DURÁNA



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Sustainability Report 2023