

Informativo Gerencial

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Ensuring confidence in COVID-19's global supply chain

Are organizations ready to meet the challenge?

The pandemic has led to unprecedented collaboration between life science organizations, academia and other health care stakeholders around the world to promote a COVID-19 vaccine. At the same time, innovation in the life sciences industry is central and the pandemic has only accelerated the adoption of advanced technologies.

Since launches are becoming a reality, it is important to note that several vaccines will be required to meet the need for vaccination worldwide. Each vaccine has its own specialized requirements, and each country has diverse resources to adapt to them, making an already complex supply chain even more dynamic and uncertain.

While vaccine production presents its own challenges, studies suggest that confidence is a critical factor in the successful release, distribution, and acceptance of vaccines. Life science leaders must focus on areas (product

integrity, ethical distribution, and transparent communication) that can build trust among the public. Government leaders, regulators, and public health authorities must remain sensitive to the safety of vaccines and the resources they need.

The companies are currently preparing their COVID-19 vaccines and have shared protocols for "real-time" exchange on the process of scientific, deliberative and inclusive testing.

However, how can companies protect the integrity of the supply chain while distributing vaccines? Are organizations and governments prepared with the capabilities to store, manage vaccine products, and address unprecedented logistical challenges? What steps can boost public confidence in vaccines?

Deloitte, working with GS1, a nonprofit organization that develops and maintains global standards for business communication, shares ideas on how

“Our belief in this rapidly advancing pandemic is that one is not sure unless everyone is. What the COVAX facility is trying to do is to release a vaccine to all countries, rich and poor, at the same time”.

Dr. Seth Berkley
CEO of Gavi.



organizations can ensure trust in the global supply chain for COVID-19 vaccine.

To ensure public confidence, organizations and governments should:

- Drive industry collaboration across the value chain.
- Adopt and promote global standards for supply chain security.
- Anticipate challenges for safe and effective vaccine delivery.
- Use clear and transparent communications to ensure vaccine confidence.

Global demand for billions of vaccine doses

Several vaccines will be needed to meet the global need for vaccination, and the initial supply of successful vaccines may be limited. As production increases, countries and groups have secured their supply through contracts with several vaccine manufacturers.

For most COVID-19 vaccines, two doses of the same vaccine and manufacturer will be needed, separated by 21 or 28 days. This adds a new degree of complexity to an already complex supply chain. Not only does a vaccine need to be available to a patient within a certain time interval, but it should also be the same vaccine.

No dose is wasted, everyone's goal.

From the laboratory to the patient, extraordinary collaboration between governments, NGOs, private companies, non-profit organizations and health care providers will be required to ensure that no doses are wasted and to allow pharmacovigilance.

i For more information, go to www.deloitte.com/ec

The route to Digital Banking

The pandemic and restrictions on mobility have led to an acceleration both in the acceptance of services and products via digital channels and in a need to carry out their activities remotely, to the extent possible.



Prior to the pandemic, banking users were comfortable in performing transactions such as payments and/or balance inquiries via the Internet or mobile. However, only a small portion of the population used these channels to open an account completely digitally.

Banking at all levels is under pressure to reinvent itself and accelerate its digital transformation, not only to improve efficiency and optimize costs, but to increase the experience of all customer segments. In the Deloitte Digital Banking survey, it stands out that although Latin America is slightly below the global average in customer experience capabilities, it is far from the best rated country.

Where do we leave before the pandemic?

Before the pandemic, banking users globally felt comfortable in making transactions such as payments and/or balance inquiries via the Internet or mobile. However, only a small portion of the population used these channels to open an account completely digitally.

How to monetize the digital bank?

In the study recently published by Dublin, Deloitte's specialist innovation unit, COVID-19 has amplified banks' focus on customer experience, profitability and balance sheet strength. Changing customer preferences for isolation, mobility transformation, and margin challenges lead to the digitization of products, services, and experiences that enable banks to increase sales and services at low cost.

How viable are digital banking business models?

Revenue can be increased with customer experience and usage. As the customer takes more products/services, revenue can grow exponentially. Traditional banking can capitalize on brand recognition, your trust in your customers, and the status of being the primary bank for your customers.



How can banks win with a desirable and viable offer?

- Cultivating growth along with customer involvement.
- Expand beyond deposit products.
- Advise clients on the generation and care of their financial assets.
- Design to attract the growing and socially responsible Generation Z.
- Bet on long-term profitability.
- Digitization elevates the customer experience.

What to do with all existing physical infrastructure?

The customer experience is given in the different channels through which it is handled, it is not enough to be digital. A great deal of experience is needed in all channels so that their establishment and commitment to the bank is unique.

Conclusions

It all starts with a plan, being clear about the digital path that is intended to follow, considering the principles of customer desaffability, business viability and feasibility of technology.

Dedicate resources and be clear about the waiting times that are necessary for developments to generate benefits.

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The future of work in a post-pandemic world

The COVID-19 pandemic has been referred to as a "time machine to the future". This moment of rapid change has created an imperative to consider the options we will face when the limitations of the pandemic are removed. Where do we want to go? How fast? AND how will we get there? While each organization will face its own challenges and opportunities, the destiny is clear: To humanize the future of work.

At the beginning of the pandemic, we projected three key phases that resilient leaders would have to go through to lead their organizations through the COVID-19 pandemic.

Respon

How an organization addresses the current situation and manages its continuity.

Recover

How an organization learns and emerges strengthened from disruption.

Prosper

How an organization prepares and shapes "new normalcy."

The first priority of most organizations was to respond, make decisions and make key changes focusing on health, safety, essential services and the virtuality of work.

As organizations left the response phase behind and began the recovery phase, leaders began to assess their current situation and take key steps to plan for the future, adjusting their perspective based on a new, evolving normality. in a world of continuous disruption.

In the recovery phase, we encourage leaders to take five key steps: Reflect, re-engage, re-engage, rethink, and restart, to begin planning and strengthening their market position.



The response and recovery phases had mixed results: Increases in productivity and employee engagement versus a context of welfare-related challenges and increased anxiety among collaborators; all of them accompanied by an almost constant flow of changing social and cultural movements.

Now is the time for organizations and leaders to navigate to the phase of thriving, which in the future will not mean the absence of challenges and disruptions.

It's not the future we imagined

Starting the transition to the phase of succeeding first requires honest reflection on the results of the acceleration to the future of the work we have experienced over the past year.

A human approach

Since we began writing about the future of the labor, we have framed it in terms of three deeply interconnected dimensions: work (the what), the workforce (the who) and the workplace (the where).

From concept to action

Work→ Re-architecture

The change: from process to flow

In examining the "work" dimension over the past decade, we have focused heavily on technology and how it can alter processes and automate routine tasks. As a result, we

have been using outdated models, seeking efficiencies and process optimization opportunities without examining the underlying principles of what the trtable-low is and how it is done.

How to get started?

- Defining the aspirations and results of future work.
- Understand the broad set of technological capabilities that exist to transform work.
- Think beyond process optimization.

Workforce → Free the workforce

The change: from structure to capabilities and potential

By defining the workforce as a key dimension in the future of work, we highlight to a large extent the changes in who can do the work, with technological advances that allow new models of interaction between organizations, collaborators and clients.

How to get started?

- Build a strategy to access the skills needed to achieve future work results from a broader talent ecosystem.
- Leverage technology to help identify and unlock human potential within and outside the organization.
- Creating personalized and elevated experiences that give associates the opportunity to contribute to their full potential.

Workplace→adapting the workplace to The Change: from physical workplace to organization and culture

When we first defined the workplace, we challenged organizations to consider where the work could be done and what physical environment (including technology and design) would make the workplace more conducive to achieving the desired results.

How to get started?

- Redesign the physical and digital environment by focusing on collaboration and the role of the physical workplace as a destination for innovation.
- Focus on leadership capabilities, ensuring that leaders create a culture of trust that provides a sense of belonging.
- Prioritize well-being significantly through bold changes in the way you work. ●

Becoming truly adaptable is based on four key pillars

1. Simplify organizational architecture to eliminate unwanted complexity and boost focus.
2. Design everything around the "experience", from the organizational structure to the physical workplace.
3. Focus on the human being treating collaborators as the "customer" of the operating model and the working environment.
4. Transcend the boundaries of the organization to better perceive "what is just around the corner".

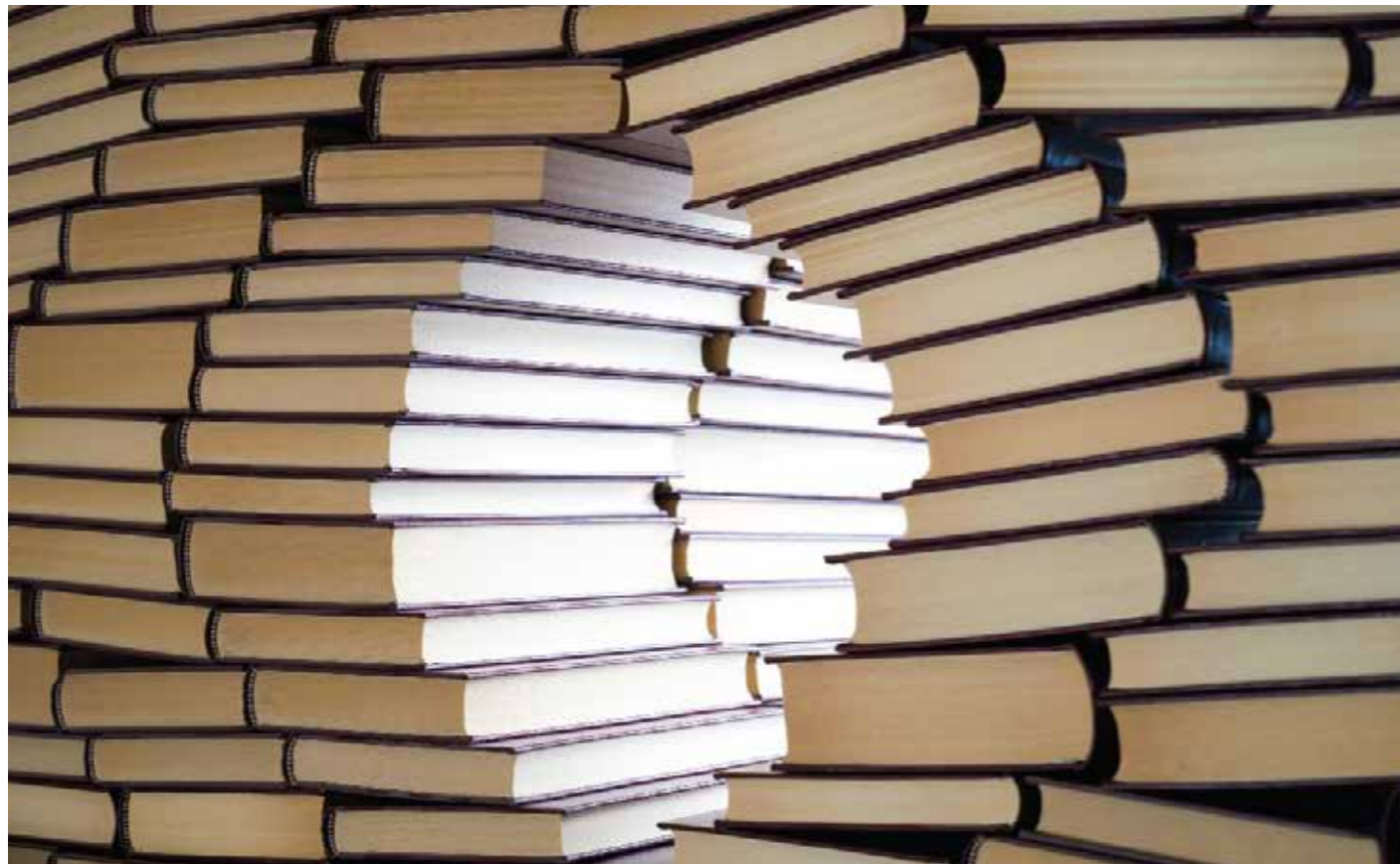
i For more information, go to www.deloitte.com/ec



The trend towards the adoption of new markets accelerated when the pandemic affected both supply and demand for talent.

Official gazette

Learn about the main laws, decrees, resolutions and agreements published in the Official Register.



We present the official records of the month of April:

Tax Matters

**Official Gazette No. 400
third supplement, march 1, 2021
Servicios de Rentas Internas
Resolution No.12**

SRI establishes the rules applicable to passive subjects under the micro-enterprise regime for the presentation and payment of income tax returns for the first and second half of 2020, they may be carried out until the month of november in accordance with the ninth digit of tax identification, without generating fines and interest.

**Official Gazette No. 409,
fourth supplement, march 12, 2021
Servicios de Rentas Internas
Resolution No.13**

SRI reforms the guidelines and guidelines to be considered in the preparation and presentation of prior valuation consultation.

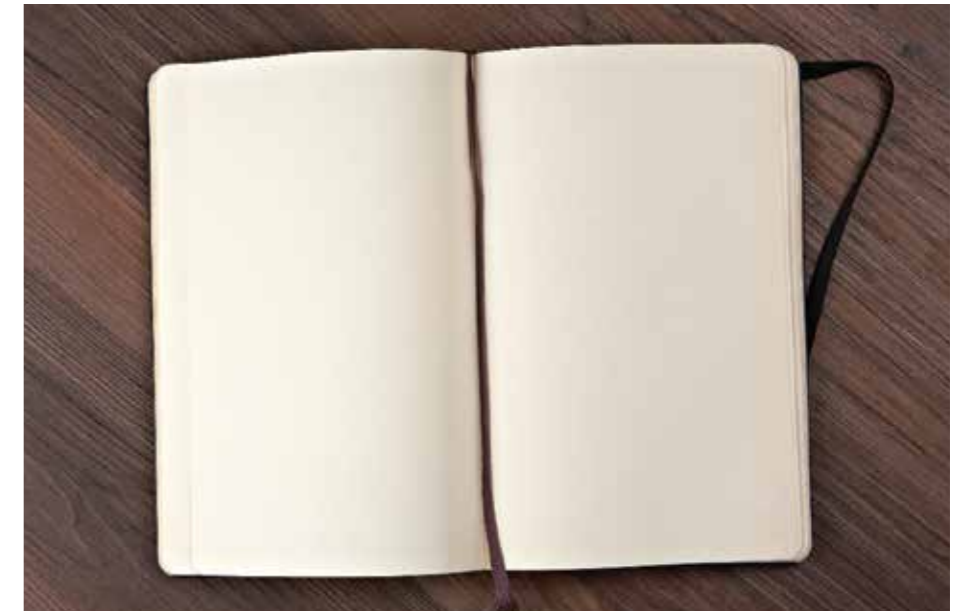
**Official Gazette No. 409,
fourth supplement, march 12, 2021
Servicios de Rentas Internas
Resolution No.14**

SRI establishes the suspension during March 11, 2021 the terms and conditions of all the tax administrative processes and the deadlines for the limitation of the collection action, whose attention is being paid and/or exercise to the administrative units of the Internal Revenue Service located in the province of Chimborazo.

Customs Matter

**Official Gazette No. 410,
march 15, 2021
Committee on Foreign Trade
Resolution No. 003-2021**

The Committee on Foreign Trade (COMEX) provides for reforms to tariffs on radial goods and has the overall quota allocated and approved for neumatics in an amount of 60,000 units.



**Official Gazette No. 411,
third supplement, march 16, 2021
Ecuadorian National Customs Service
Resolution No. SENAE-SEN-
AE-2021-0018-RE**

The Ecuadorian National Customs Service (SENAE) issues the considers for the payment of pecuniary obligations through the SENAE website.

Economic figures

We provide the economic figures for the following variables: inflation, interest rates, employment and unemployment, trade balance, exchange rate, among others.

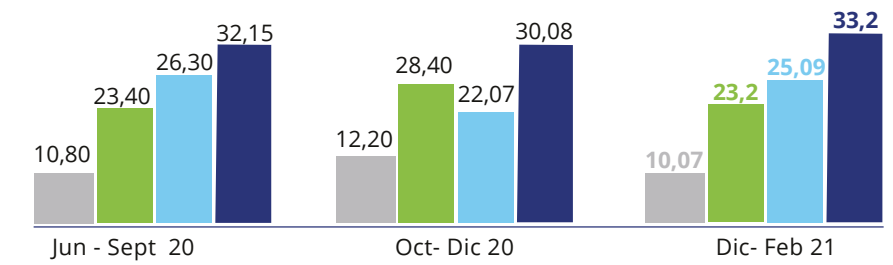
Currencie	International Price	Official Rate	Transactions	
			Buy	Sell
Bolívar soberano	1.000.000,00	100.000,00	100.000,00	100.000,00
Euro	0,84	0,84	0,84	0,84
Libra esterlina	0,73	0,73	0,73	0,73
Nuevo sol	3,61	3,61	3,61	3,61
Peso argentino	92,33	92,33	92,33	92,33
Peso boliviano	6,85	6,91	6,91	6,91
Peso chileno	713,57	714,29	714,29	714,29
Peso colombiano	3.653,64	3.703,70	3.703,70	3.703,70
Yen	109,70	109,65	109,65	109,65
Real Brasil	5,61	5,61	5,61	5,61

01
Values express units of each currency that are obtained by every \$1US

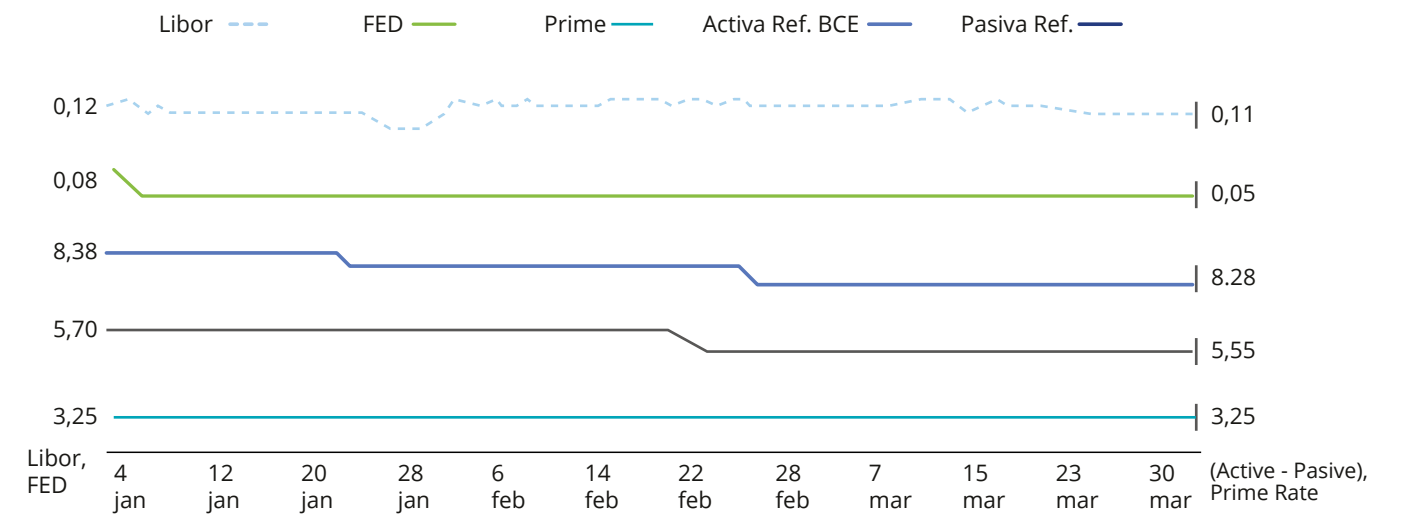
03
Reference rates

02
Evolution of indicators

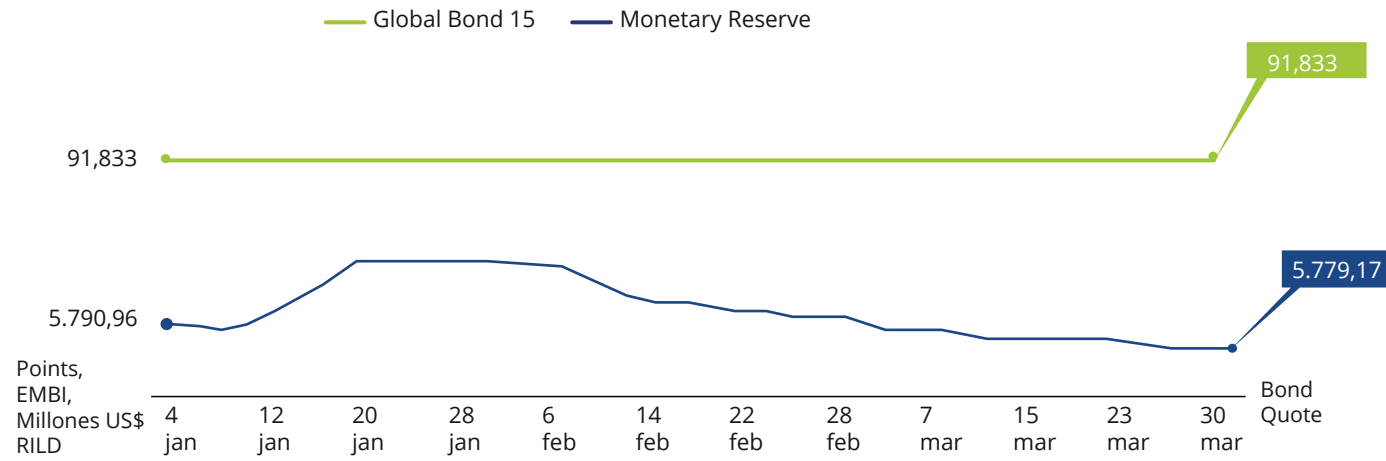
■ Unpaid employment ■ Unsuitable employment ■ Underemployment ■ Suitable employment
* Quarterly figures for 2019



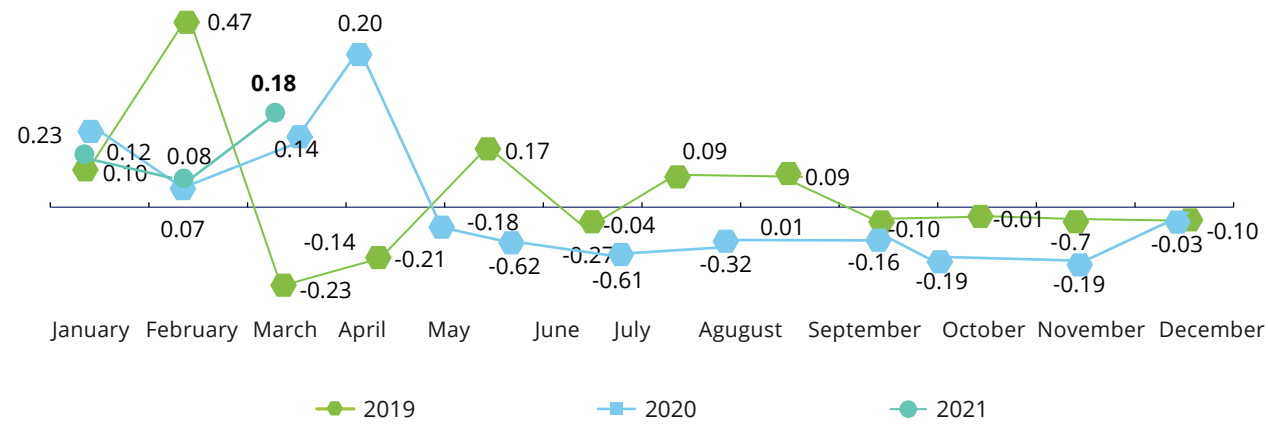
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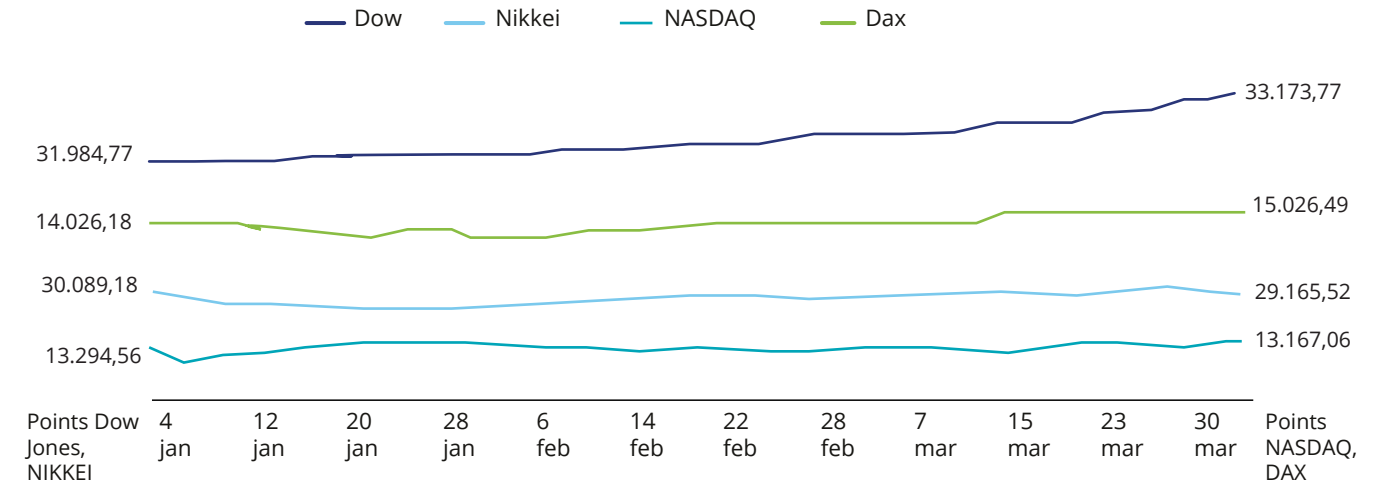
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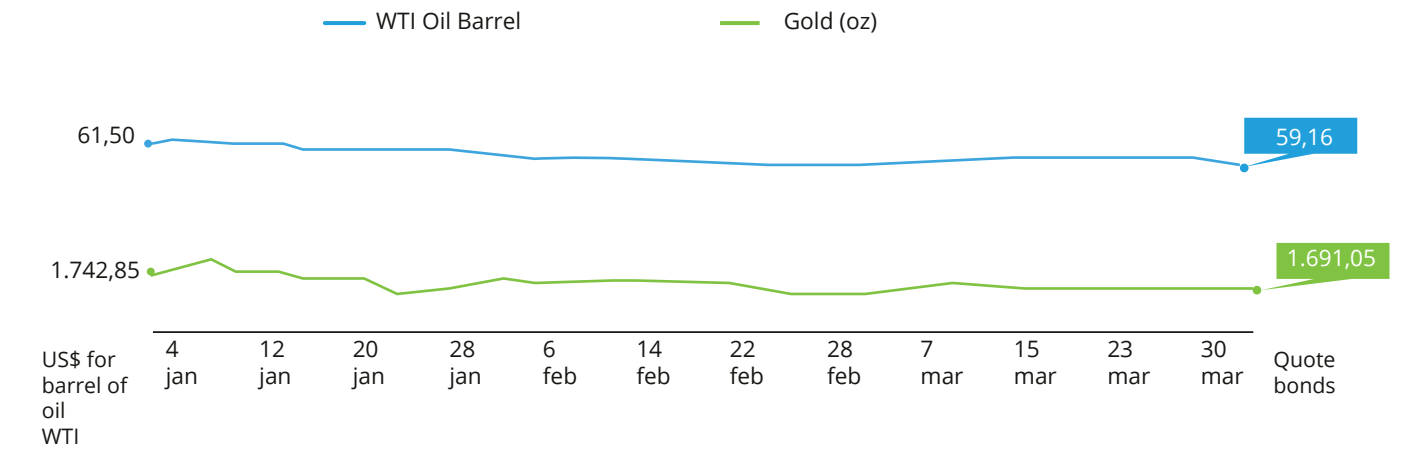
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04 Global bonds 15 and RILD

05 Inflation



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06 Stock indexes

07 Raw material

Referential interest rates				International rates					
Period	Central Bank rate	Pasive referential	Active referential	Legal	Prime NY	Libor			
						30 days	90 days	180 days	360 days
2016	0,20	5,12	8,10	8,10	3,75	0,77	1,00	1,32	1,69
2017	0,20	4,95	7,83	7,83	4,50	1,51	1,64	1,79	2,07
2018	0,20	5,43	8,69	8,69	5,25	2,48	2,79	2,87	3,05
2019	0,20	5,70	8,82	8,82	5,50	2,50	2,74	2,82	3,02
2020	0,20	5,82	5,58	8,58	3,25	0,15	0,25	0,26	0,34
January 2021	0,20	5,70	8,38	8,38	3,25	0,15	0,25	0,26	0,34
February 2021	0,20	5,70	8,82	8,82	5,50	0,12	0,19	0,20	0,28
March 2020	0,20	5,55	8,28	8,28	3,25	0,11	0,19	0,21	0,28

	2020					2021				
	Inflation					Inflation				
	Index	Month	Accumulated (by year)	Anual (12 months)	Anualized (Month * 12)	Index	Month	Accumulated (by year)	Anual (12 months)	Anualized (Month * 12)
January	105,45	0,23	0,23	(0,30)	2,77	104,33	0,12	0,12	(1,04)	(9,59)
February	105,29	(0,15)	0,07	(0,23)	(5,31)	104,44	0,08	0,20	(0,81)	1,27
March	105,50	0,20	0,27	0,18	2,42	105,50	0,20	0,27	0,18	2,42
April	106,56	1,00	1,28	1,01	12,75					
May	105,28	(0,26)	1,01	0,75	(13,50)					
June	105,62	(0,62)	0,39	0,17	(3,94)					
July	104,27	(0,61)	(0,23)	(0,54)	(7,14)					
August	104,63	(0,32)	(0,55)	(0,76)	(3,82)					
September	104,47	(0,16)	(0,71)	(0,90)	(1,82)					
October	104,27	(0,19)	(0,90)	(1,60)	(2,27)					
November	104,26	(0,19)	(0,90)	(1,60)	(0,12)					
December	104,23	(0,03)	(0,93)	(0,93)	(0,34)					

**The CPI indices (Base: 2004=100) have been linked to the new CPI series (Base: 2014=100).

09
Evolution of inflation

Effective lending rates calculated by the Central Bank

Credit segment	Corporate product	Reference rate	8,35%
		Maximum rate	9,33%
	PYMES product	Reference rate	11,55%
		Maximum rate	11,83%
	Consumption	Reference rate	16,50%
		Maximum rate	17,30%
	Housing	Reference rate	10,17%
		Maximum rate	11,33%
	Microcredit accumulation extended	Reference rate	20,21%
		Maximum rate	23,50%

Source: Central Bank of Ecuador

08
Interest rates



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