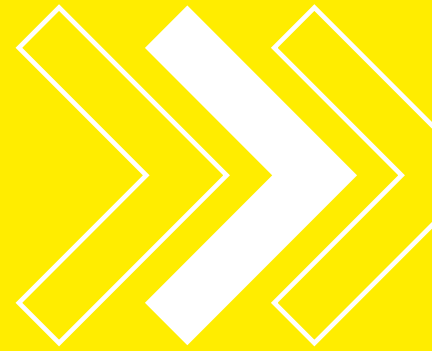




Impact Report 2019

<Laboratoria>



03 [Message from our CEO](#)

05 [Highlights of the year](#)

08 [2019 in numbers](#)

09 [Our model](#)

12 [Updates from our training centers](#)

15 [Global Partnerships](#)

18 [Financials](#)

20 [Our priorities for 2020](#)

22 [Our Board](#)

23 [Thank you](#)



Message from our CEO

In September 2019 we celebrated Laboratoria's 5th anniversary. Five years of working hard, dreaming big and learning at full speed. Five years during which we consolidated a movement of more than 1,400 women in technology and a vision for education that is contributing to transforming lives and changing an entire sector.

From the beginning we pursued a different kind of education, focused on breaking down barriers and stereotypes in order to create a learning experience that is more just, more accountable and more in

line with the uncertainty that characterizes today's world. We built our dreams on the genuine belief that we are entering a new era where university degrees are not the only pathway to a successful career, and where diversity is not just a check-box, but is truly the foundation on which a valuable organization is built. An era where learning how to learn is becoming the most important characteristic of a successful organization. In many more ways than we imagined, we have made these dreams a reality.

“

...we pursued a different kind of education, focused on breaking down barriers and stereotypes in order to create a learning experience that is more just, more accountable...

2019 was a year marked by the celebration of a learning model that continues to improve, a growing and engaged alumnae community and a stronger influence on companies and organizations. A year where we continued to strengthen a working culture that profoundly cares about each student that passes through our programs, that always aspires to excellence and has the practice of reflection and continuous improvement at its core. A year where the sociopolitical outbreak in Chile made us reflect on the importance of our work towards reducing inequalities, and on the relevance of finding creative ways to continue growing our impact.

When I think about the future of Laboratoria and where we will be in the next ten, fifteen or even twenty years, I think about what kind of mark we want to leave behind. I hope to be able to look at the cities, the countries and the labor markets where we have worked and genuinely be able to say that we played a part in making them better. I hope to see cities and ecosystems where the digital economy and the tech sector are truly examples of diversity and inclusion. My dream is that through this, we will see that women will have played a key role in designing the future of these places.

Thank you to each one of you who has been a part of Laboratoria's first five years and of 2019 in particular. 2020 has started with greater challenges than we could ever imagine, but more than ever we feel that our work preparing women and organizations to work in the digital economy is key to adapt and thrive again. We hope that as you read this annual report, you join us in imagining how to build together what is yet to come.



Mariana Costa

Co-founder & CEO



Highlights of the year



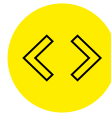
Our next step is Colombia

Bogota is the location for our next training center. During the second half of the year we took the first steps to set up there and look forward to initiating our first bootcamp in mid-2020.



We reached 1,400 graduates

Our alumnae community is growing stronger, becoming the largest community of women in tech in Latin America and changing the face of the sector.



#HackingInequality

For the first time, we simultaneously connected nearly 400 women from our alumnae community across our 5 sites, to develop technology-based solutions for problems women face.



USAID, our new partner

We are thrilled to initiate a 3-year partnership with the United States Agency for International Development, to continue to strengthen and grow our model, while further impacting the ecosystem.



A more diverse and inclusive ecosystem

In our corporate training programs, we helped over 3,000 employees gain new skills for the digital era, supporting the digital transformation of 26 leading companies in the region. We published our first **e-Book** and launched our very own **Podcast!**

5

We celebrated our 5 year anniversary

5 years of learning at full speed together with our students, alumnae, partner companies and organizations, and our Laboratoria team across 5 cities.



I could write about the financial impact Laboratoria had on my life, I could talk about numbers and what I hope to do with my salary. But while that is a very important part, it's not the most relevant.

Today, seven months after my first day of bootcamp at Laboratoria, the impact is on the people around me, on my family, on my mother, my father and my sister. My family works at a street market and so I come from a place where we follow the rules of the street, similar to the rules of the jungle. A place where words rarely get you anywhere, a place where experiences are unpleasant, a place of violence. I have learned a lot there, but I always knew and still know that it is not what I want forever.

Laboratoria for me meant that possibility of change, and that is exactly what happened. I am now working as a front-end developer at a place I didn't know existed. A place that shifts my paradigms and my parents' paradigms. Not only did I discover my passion for programming, but I also found the way to change my life and my family's life.

I am the beginning of a transformation in which we are all included and in which we are all participating. We are beginning to realize that other ways of life are possible for us.

Doing Blocked Done



➤ **Sofía Mejía**
MEXICO COHORT 8



Our year by the numbers



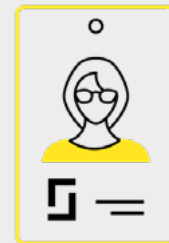
4,724

women applied to our
bootcamp program



407

women graduated as
Front-End developers
and UX Designers



81%*

of our graduates started
great jobs in tech within
6 months of graduating



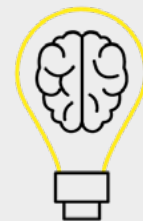
2.7X

average increase in
income of our working
graduates



169

companies hired
Laboratoria graduates



3,241

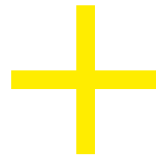
employees trained
through our corporate
training courses

*Includes cohorts whose 6-month placement period, post-graduation, ended in 2019.



Our model: Unleashing Talent

In the digital age, the key to success is not in technology, nor in technological skills, but in having talented people that can learn continuously and adapt to change. **At Laboratoria, through our two focus areas, we work to identify people with great potential and create the learning opportunities for them to improve their future, their workplace and our region.**



Our 6-month bootcamp is geared towards women who have not been able to start a professional career. We prepare our students to work in tech as Front-end Developers and UX Designers through a project-based learning method, where they act as owners of their learning experience.

We then connect our graduates with companies looking for this type of talent. **Only those graduates who secure jobs in tech pay for the program retroactively.**

Through our **Corporate Training courses**, we provide training and acceleration programs for different organizations, helping them implement a **culture of continuous learning and improvement**. We encourage them to rely on talent they already have in their organizations, which is often overlooked.

Our courses are geared towards a variety of audiences, aiming to foster a shift in mindset at all levels.

How do we do this? With a new vision for learning in the digital economy

At Laboratoria, we recognize that we live in a world fraught with uncertainty and that there has been a shift in the type of skills our economy needs. Not only are tech skills important, but in order to develop solutions that address a world that is changing so quickly, there is a need for stronger critical and creative thinking skills, communication skills and overall socio-emotional skills.

Our learning model seeks to address this by fostering the development of skills and competencies that will serve our students in the long-run. In our classroom and through our corporate courses we have shifted the spotlight from teacher to learner, putting our students at the center, and in control, of their learning journey. **Our goal is for our students to learn how to learn, and to be able to carry that with them to the workplace as they become life-long learners.**



CO-FOUNDERS & PARTNERS

Marisol Alarcón

Mariana Costa-Checa

Rodulfo Prieto

Ana María Martínez

Gabriela Rocha

Herman Marín

“

“At the beginning I asked myself how I was going to be able to learn something completely new without a professor. Now I believe that I am capable of learning on my own, as long as I always include feedback and self-evaluation of the progress towards my learning goals.”

- **Student, Lima, 2019** (week 7 of Bootcamp)

“I believe that with a small change in the way we think and act we can make a big difference.”

- **Corporate Training Student**

“Trying this initiative would have taken us weeks and cost us \$ 2,000-3,000 with an external team. Now, we built it ourselves in 45 minutes and it did not cost us anything.”

- **Corporate Training Student, Alicorp Peru**

"I had spent time trying to learn about technology and web-development, but I didn't have the self-discipline and it felt like it was never going to happen. At Laboratoria though, the experience was intense and really pushed me to start programming.

Working with others and switching teams for each project was not easy but it was something that was putting my adaptability to work. With each new project I discovered a whole new world of things to learn from, which sometimes made me nervous but I was also happy to face the challenge. Today, I'm a junior systems analyst at Bradesco. I've had to learn new technologies and how to navigate a different world. **But I believe that Laboratoria led me to be curious, to find solutions on my own, and to be a fast self-learner.** I've had the opportunity to speak at various events at my job and externally, and I've noticed that there continues to be many more men than women in tech communities.

So, I continue learning in order to be able to be someone who contributes to these communities. Six months at Laboratoria wasn't enough time to learn all the technical skills, but now I know I can always continue to learn as I go."



Veridiana Santiago
SAO PAULO COHORT 2



Updates from our training centers

LIMA, PERÚ

In an effort to continue strengthening our graduates' profile, a group of students chose to participate in an experiment and successfully completed a back-end development track. Several of them are now in jobs where they are using these skills and we look forward to further exploring this track as an option for more students.

SANTIAGO, CHILE

We implemented a new, on-going bootcamp model with smaller cohorts starting every two months. We are still evaluating the results, but initially it has allowed for a more personalized experience and improved job placement processes.



SAO PAULO, BRASIL

During our second year of operations, we consolidated the model, training over 100 women. Today they work at start-ups and leading companies in the country and contribute to the development of digital products.

MEXICO CITY, MEXICO

We strengthened our job placement results, placing 92% of the graduates from our 7th cohort, with salaries that are on average four times higher than their previous income.

GUADALAJARA, MEXICO

To better position our graduates in the local job market, we decided to incorporate interactive English sessions into our bootcamp.

After completing her degree in engineering, Miriam was unable to find a job that met her expectations. "I wanted to keep growing professionally but it was difficult to do so when companies asked for certifications that were prohibitively expensive for me."

She decided she needed to take a leap and leave her hometown and move to the capital city of Lima, Peru. That was when she discovered Laboratoria, a place that became her second home. During the bootcamp, not only did she become a Front-End Developer but also left feeling empowered. **"We left Laboratoria believing in ourselves, in what we are able to accomplish and without being afraid."** Today, Miriam is passionate about programming and leads a team of front-end developers at an important insurance company (RIMAC seguros). She has been able to hire other Laboratoria graduates and is often invited to lead workshops and inspire other women in the STEM world.

Miriam is an example of what we envision for our alumnae community and we are excited to continue to watch her grow!



Miriam Peralta

LIMA COHORT 5



Global Partnerships

Our network of partners continues to grow

Like last year, we want to thank our incredible partners who are committed to our work. We are honored to be able to count on allies who consistently support us, trying to understand the decisions we make, while also encouraging us to go further. We are grateful for your commitment to our students, our graduates, our model and our team. Without you, our impact would not be possible. Once again, thank you for believing in us!

We are proud to announce that during 2019 we started working with two new global partners: USAID and IBM.

MAIN REGIONAL PARTNERS



Partners listed here have contributed with grants of \$ 250,000 and above towards more than one country and for more than a year.

LOCAL PARTNERS



Partners listed here are our main local partners and have contributed \$25,000 and above in Brazil, Chile, Mexico, Colombia, or Peru.

BLACKROCK

Through mentorships in Mexico, BlackRock professionals provided key support to our students in their transition to employment.

GOOGLE

A team of Googlers participated in a Design Sprint in Lima to help us kickstart our experimentation with remote learning experiences. For a third year in a row, many Googlers participated in our Giving Tuesday Campaign.

CITI FOUNDATION

From multiple project renovations to sponsoring recruitment and graduation events, and hiring our graduates at various sites, we continue to find new ways to grow our impact together with Citi Foundation.

IBM

Our students and alumnae learned different technologies like artificial intelligence and machine learning during the IBM weeks hosted at our sites in Lima, Mexico City, Santiago and São Paulo.

METLIFE FOUNDATION

To better guide them in their financial decisions, we conducted a study to help us understand the financial behaviour of our students and graduates at our sites in Santiago and Mexico City.

JP MORGAN

A group of professionals developed a consultancy project with our finance team to help us strengthen our financial model and increase our sustainability.

Before her experience as part of Laboratoria's first cohort in Chile, Daniela studied design and worked at a call center. She is now a UX Designer at ThoughtWorks, a global technology company, where she actively participates in events focused on women in technology. Daniela is beginning to see that more people are becoming aware of what it means to have a diverse and inclusive work environment. **"New ideas are generated and thinking outside the box happens when we include people with different backgrounds and experiences in the solutions we want to develop."**

In 2019 Daniela was invited to speak at the ThoughtWorks XConf conference in Quito, Ecuador. "This experience filled me with confidence and security regarding my knowledge and accomplishments in technology. Looking back, reaching so many people through technology would have been unimaginable to me. The truth is, before diving into the world of technology, I had a personal prejudice towards it. While I liked technology and working with computers, I did not think it was a field in which I would be able to work and grow. At Laboratoria, I realized that I had the skills to write code, to create an algorithm, an application or a website. It helped me gain self-confidence regarding the things I am capable of. The most important thing is to dare to do it, and believe you can do it. You have to try, over and over again, and that's how you'll start to accomplish things."

A portrait of Daniela Mora, a woman with long dark hair, smiling. She is wearing a dark red button-down shirt over a black t-shirt with the letters 'AJS' on it. The background is a plain, light-colored wall.

> Daniela Mora
SANTIAGO, PILOT COHORT

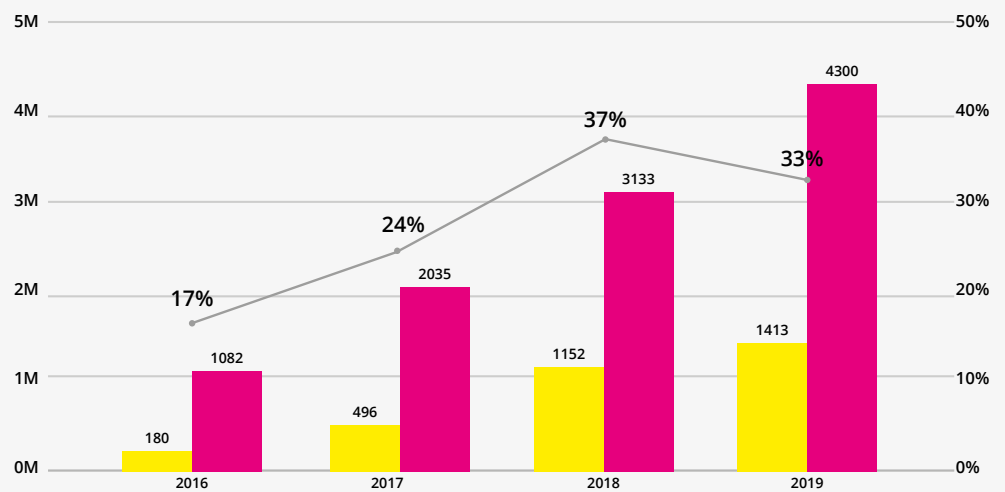


Financials

During 2019 we made important investments to strengthen our operations and we worked hard to consolidate our earned revenue streams.

SUSTAINABILITY EVOLUTION

- Earned Revenue
- Costs
- % Sustainability



Investments to strengthen our operations:

- **The consolidation of our training centers in Sao Paulo and Guadalajara**, which initiated activities in 2018 and became fully operational during 2019, training **175** new students.
- **The growth and strengthening of our Technology and Commercial teams**, key players in our impact and mid-term approach to sustainability.
- **Recognizing and retaining our talented team** - We adjusted the compensations of our team members to ensure we are competitive and aligned with the market in each of the countries where we operate.

Factors contributing to our earned revenue increase:

- We have increased our **Corporate Training** services by 42% in comparison to the previous year. This is in particular due to our successful expansion to Santiago and Sao Paulo, where we had our first Corporate Training clients, and to some new experiences with clients in countries where we do not have operations.
- The **student payment model** increased 42% in comparison to 2018, due to the incorporation of new graduates, and a stronger relationship with our alumnae community.

> Rodolfo Cruz

CORPORATE TRAINING STUDENT

When we met Rodolfo Cruz at one of our Corporate Training courses, he was a general services assistant at Alicorp in Lima, Perú - a company undergoing a technology renovation process. In his role, he was responsible for renewing cell phones and cell phone plans for over 3,500 employees. This implied a high volume of operational work and required a fast response rate. Through openness to experimenting, a change of mentality and self-learning, Rodolfo was able to quickly learn how to use simple existing tools to set-up and test a simple chat-bot that provided instant responses to requests he received on a daily basis.

He launched the first iteration with a group of 60 managers before successfully implementing it with the rest of the organization. "This experience

helped me understand that experimenting with small groups helps you obtain quick results. It allows you to act fast and make corrections before fully launching." Rodolfo's experiment led to his operational work being automated and to an 80% reduction in the number of emails he was receiving. This allowed him to focus on other initiatives of greater impact.

The best part of the story is that he was promoted to the role of PMO Analyst (Project Management Office). What does he recommend? **"Take the risk and experiment, try something different and don't always stick with the same processes that are in place. That is what can help us truly experience digital transformation."**

> Credicorp Capital

CORPORATE TRAINING

Through Laboratoria's Acceleration Program, employees take on a real challenge that the company is facing and are given full autonomy to experiment and find new solutions. At Credicorp Capital, one of the first companies we worked with, the teams focused on two large issues - data and client onboarding. After over ten iterations of their experiments, the teams were able to identify how to begin tackling their biggest pain points and are planting the seeds for a significant change in company culture. A culture where teams are open to experimenting, understand individual capacity to self learn and navigate uncertainty in a way that allows them to focus on real solutions that best serve their clients.

The data team found insights significant enough that led them to question many of their processes

and are changing the way their organization organizes and uses data. The onboarding team involved employees from departments that had never before participated in onboarding, reduced a contract from 30 to 10 pages and began breaking down silos.

Daniel Guzman, who participated in the program shares: "More than handing us a recipe, the Laboratoria team guided us so we could find our own way of doing things that was compatible with our culture, restrictions and time frames. We understood that our team and its members are the most important part. **When there is common understanding of our objectives, we trust each other. This is the key ingredient needed to build an efficient and agile team that is truly focused on achieving a specific outcome."**



Our priorities for 2020

In light of the current crisis we are living in all our cities due to the propagation of COVID-19, and the profound changes we know it will bring to our societies, our goals for 2020 have shifted to adapt to this reality. It will undoubtedly be a challenging year, but we are a resilient organization and are certain we will be able to transform challenges into opportunities. Our work to prepare more women and organizations to work in the digital economy is more important than ever.

01

Successfully transition our programs to remote format

In 2019 we did some experiments around remote learning, with the hopes of understanding how to run our programs in a more scalable way. Under the current COVID-19 crisis, we took those learnings and launched all our operations online. We are running all our admissions processes and bootcamps remotely, with so far inspiring results and commitment from our students and team. Our number one priority is to get better at this every day, and consolidate a remote learning experience where our students can master the technical and life skills to thrive in a changing work environment. We are already experiencing the amazing opportunities of connecting students across centers, cohorts and tracks, and are excited to consolidate a program that can have a much larger reach after this experience.

02

Broaden our impact through new training initiatives

In 2020 we want to expand the reach of our impact beyond our bootcamp and corporate training courses. Throughout the years we have built the expertise and network to do this. We believe we can contribute to reskill talent in our markets, which given the current scenario, will be more critical than ever. We will run new initiatives such as a greater training offer for the thousands of women that apply to Laboratoria yearly, and online education for small businesses in Latin America to advance the region's digital transformation.

03

Launch our site in Colombia and set it up for success

We look forward to setting up our newest site in Bogota, Colombia with the insights we learned from opening new centers in past years. During 2020, we will run our first bootcamp with at least 40 women and begin working with organizations through our corporate training courses. Due to COVID-19, this is the first time we will launch operations in a new country in a fully remote format. Through the learnings we will obtain, we will continue to grow our impact in Colombia in the coming years.

04

A strong and growing community of Women in Tech

Alongside our network of graduates, our vision is to impulse a greater community of women in tech, where they can share their experiences, and also inspire other women to join. We hope that this community will support the growth of our graduates and other women as leaders in the sector, pushing for a more diverse and inclusive tech industry.





Our Board



**Mariana
Costa Checa**

Board President
Co-founder & CEO
Laboratoria



Roberto Andrade

Board Treasurer
Director People Analytics
Capital One



Daniel Burka

Board Secretary
Director of Design
Resolve to Save Lives



**Nathalie
Laidler-Kylander**

Board Member
Managing Director
Draper Richards Kaplan
Foundation



Leslie Jarrin

Board Member
President
DayTwo Group



Rafa de la Guia

Board Member
Principal
Quona Capital



Adriana Noreña

Board Advisor
Vice President for Spanish
Speaking Latin America
Google



We are excited to welcome **Julie T. Katzman, former Executive Vice President of the Inter-American Development Bank**, as our newest board member. We are looking forward to learning from the knowledge and experience she brings!



Thank you

2019 was a special year at Laboratoria. Celebrating our 5th anniversary made us reflect on what we have accomplished and we continue to dream big. We are so grateful for the support of so many of you. Know that we would not be where we are without you.

Thank you to our amazing students and graduates - we are incredibly proud of you and your accomplishments! Thank you to all our talent company partners for making a genuine effort to be more diverse and inclusive, and for pushing for a new mindset. To our team of Laboratorians - thank you for your hard work, passion and commitment through the ups and downs. To all of our partners, mentors, volunteers, family and friends - thank you for making our work possible and for being a part of our impact.

We are honored to have such a strong network of support and friends who share our dream of a more inclusive, diverse and competitive digital economy in Latin America that opens opportunities for all people.

Thank you!

< Laboratoria >

Find us!



laboratoriala

www.laboratoria.la