



Annual Report | 2022-23

Summary



03	MESSAGE FROM THE LEADERSHIP
05	MESSAGE FROM THE BOARD OF DIRECTORS
07	ABOUT THE REPORT
09	OEC
15	OUR COMMITMENTS
27	GOVERNANCE
42	ECONOMIC PERFORMANCE
46	PEOPLE
68	OPERATIONAL EFFICIENCY
81	GRI INDEX

Overcoming to build tomorrow | 2-22 |

INFRASTRUCTURE NEEDS TO ADVANCE AND WE ARE DOING OUR PART

It is a great pleasure to start the annual report with excellent news. OEC grew again in 2022, registering 65% higher sales in relation to the previous cycle, with revenues of R\$ 4.6 billion. In the period, the company also added the amount of R\$6.2 billion in new contracts, won in Brazil, the United States, Angola, Peru, and Panama.

These are expressive signs of a recovery driven, above all, by the confidence of our customers and by the capacity and commitment of the company's members and leadership, to whom I would like to express my strongest thanks. Together we have generated a movement of continuous overcoming, which has its meaning amplified when we consider external factors that have held back the global economy and the still frustrating investment curve in heavy construction in Brazil, our cradle and main market.

The latest edition of the Infrastructure Blue Book, published annually by the Brazilian Association of Infrastructure and Basic Industries (Abdib), of which OEC is part, indicates that although since 2016 private investment has shown some growth, public investment has been drastically reduced, reaching the lowest level in history. And it adds: "the high potential for expansion of private investments alone will not be able to supply the investment needs to eliminate the sector's bottlenecks".

MAURICIO CRUZ LOPES
OEC BUSINESS LEADER

Even with private participation, total investments corresponded to only 1.57% of GDP, which is not even enough to maintain the existing infrastructure. The consolidation of an elongated scenario of flattening of the sector has been putting to the test the construction market, which is historically one of the largest generators of formal employment and contributors to the economy. Therefore, it is imperative to establish a regime of adequate complementarity between the participation of public and private action, including the redesign of macro policies to enable the reopening of credit and new models of guarantees, respecting the fiscal limit of the state and the commitment to the environmental and social agenda, in which we are strongly engaged.

Despite the difficulties, we need to strengthen optimism to build a better future. The vaccines did their job and mankind beat the pandemic. Today, governments and businessmen all over the world recognize infrastructure as a "priority project" for resuming growth. We are prepared and very motivated to contribute to a cycle of prosperity in Brazil and in all the countries where we are present.

Going back to OEC results, considering the global performance, we also celebrate the socio-environmental indicators achieved, among them 77% reuse of the waste generated; another year with

zero serious accidents; and a total of 15,000 employees of 24 nationalities, in 12 countries, 98% of them locally hired. We also recorded an increase in the participation of the private market in our portfolio, reaching 50% of the contracts in Brazil.

The year 2022 was again a year of deliveries that make us proud and translate our essence of seeking the best performance in engineering, acting in harmony with the environment and the communities that receive the projects. As an example, in Brazil we have completed the Adductor Canal of the Sertão of Alagoas (section 4), the Ilha dos Pombos (RJ) hydro power plant, and the Santa Cruz (RJ) thermal power plant. In Panama, we delivered the branch of Subway Line 2, benefiting thousands of people, who now have direct access via a massive transportation modal to the Tocumen International Airport, also built by OEC.

As a highlight, due to its dimension and complexity, there is the delivery of the Laúca hydro power plant, in Angola, with its 2,070 megawatts of installed capacity, covering 40% of the country's energy demand. Laúca generated more than 53 thousand jobs, with 95% of the staff made up of Angolans. More than 2.3 thousand workers were trained and hired through a basic and specific training program in several professions such as blacksmiths, carpenters, among others. More than

150 young graduates in various fields were also hired for their first job opportunity. All this under the care of 14 occupational safety programs implemented. Laúca also recovered 60 hectares of degraded area on the construction site and rescued more than 1,500 animals and 200 native plant species during the filling of the lake. The importance and quality during the erection was recognized by the Engineering News-Record (ENR) magazine that, in the year 2021, awarded Laúca its Global Best Projects, considered the Oscar of engineering worldwide.

OEC's founder, engineer Norberto Odebrecht, formulated the basis of Our Culture, with a strong humanistic emphasis and based on trust in people and their unlimited potential to develop through education and work. Throughout the year, we implemented or expanded a series of actions focused on the continuous training, well-being, and welcoming of thousands of men and women, young and mature, from the most diverse cultures and locations. We believe that diversity and respect transform the world. In companies, plurality is a competitive factor that generates innovation, productivity, analysis competence, besides improving the organizational environment. Valuing and encouraging differences is not only the right way, but also the best way.

In this journey, we embraced the challenge of being a reference in female participation and leadership, even acting in a sector traditionally occupied by men. OEC's Diversity & Inclusion policy, approved in 2021, established concepts, objectives, and goals to this end, marking the starting point of a series of initiatives that were reinforced throughout 2022, such as conducting workshops for the top leadership; formation of the Diversity and Inclusion Committee; creation of Focus Groups; targeted recruitment programs; mentoring for leadership training; global awareness campaigns, among others. A set of actions that is beginning to show results, as will be presented in this report. However, we know that this is only the beginning of a long road ahead.

Finally, I would like to conclude this message by reiterating OEC's commitment to keep working tirelessly to strengthen the pride for national engineering, with an eye to the future, with ESG and innovation as pillars, always acting ethically, with integrity and transparency. We have no time to lose. Infrastructure needs to advance in order to generate jobs and boost the economy. We will do our part.

Maurício Cruz Lopes
OEC Business Leader



Optimism, consistency, and the ability to make it happen | 2-22 |

The message from the Business Leader, Mauricio Cruz Lopes, brings a very accurate assessment of the moment of convergence among the federal, state and municipal governments regarding the need to expand infrastructure in Brazil, which also finds strength in the United States, Latin America and Africa, OEC's main markets. We also witnessed reports on the significant advances in the generation of economic results and in the environmental and social areas, showing that we are on the right track.

The Board of Directors, in exercising its fiduciary and strategic guidance functions, has a diverse composition in terms of experience and expertise, and the participation of independent members who provide OEC with the most advanced standards of corporate governance. In this model, the board is also responsible for the direct leadership of the Integrity and Internal Audit departments, through a dedicated committee, which together have been driving a work that began seven years ago, which covers the entire company and has been generating increasingly significant recognition from clients and specialized entities.

OEC, through a subsidiary, was awarded the Seal Infra+ Integrity Promotion by the Brazilian Ministry of Infrastructure at the end of 2022. This is an important public recognition offered to companies that have demonstrated good governance practices, comprising integrity, ethics, transparency, compliance, social and environmental responsibility, and fraud and corruption prevention. Our Integrity and Governance Programs, 100% implemented, is acknowledged by a diverse range of national and international bodies and have earned and renewed the ISO 37001 - Anti-Bribery Management System certificate for all its operations. In the same year, the "Sanctions System Report" published by the World Bank's Integrity Vice Presidency made a prominent mention of OEC as a "company focused on compliance actions." In the same year, the internal audit work won the IIA May Brazil 2022 award, an initiative promoted by the Institute of Internal Auditors (IIA), a world entity in the Internal Auditing area and represented in Brazil by the Institute of Internal Auditors of Brazil, which acknowledges the best internal campaigns for Internal Auditing Awareness.

These achievements show integrity as a non-negotiable value of OEC, which will remain committed to an ethical and transparent performance. We have undergone a journey of transformation, we are more agile and competitive, while maintaining the know-how and delivery capacity that have always driven us to stand out, that underpin the trust that continues to be placed in us, and that have made Brazilian engineering recognized around the world. We strive to be a source of pride, and to achieve this goal, we live in permanent state of continuous improvement. In August 2022 we achieved, in Brazil, the "Strong" reputation index, with 71 points, carried out by the RepTrak™ Institute, a global leader in its sector, assessing the reputation of more than 1 million



HÉCTOR NÚÑEZ
BOARD OF
DIRECTORS
CHAIRMAN

companies in 60 countries. Since then, we have continuously increased the visibility of our advances, engaging world's largest digital engineering community, which gathers more than 2 million followers on the company's social networks. A move that helped us record, in January 2023, the reputation level of 75.8 points, surpassing the average RepTrak Strong Level, overcoming the previous result. This is the best mark since the beginning of the surveys by the company, with the same institute, 14 years ago.

Performance related to the company's direct action that when combined with external factors - indicating the recovery of the sector, begin to draw a possible virtuous cycle that grows stronger every day. Difficulties and challenges are a reality, but we need to overcome them. And as if in a crescendo of determination, diversification and selectivity, in May 2023, in just five months we surpassed the total of achievements of the previous cycle (BRL 6.3 Bi), with new contracts in Brazil, Peru, the United States, and Angola, highlighting here the project of design and construction of the Luena-Saurimo railway stretch of the Benguela Railway, in the African country where OEC has been operating for 40 years uninterrupted. Another fact to celebrate are the new contracts at the Miami Airport in the United

States, which puts us in a position to expand our participation in this important market, which has already seen more than 70 projects carried out by OEC in around 32 years. In Brazil, the highlight is the expansion of the portfolio of private clients, who continue to increase their investments in infrastructure, confident in the resumption of growth.

The Board, within its powers, has been focusing on the continuous improvement of the company's regulations. At the beginning of 2023, a new Legal Affairs Policy was approved and the Sustainability and People Policies were updated, along with the re-establishment of a board dedicated to the sustainability topic. A fluid, dynamic agenda aligned with Our Culture, which encourages us to always look forward, incorporating best practices while developing innovative approaches to achieve better and greater results for clients and society.

Before getting to the end of the message, we would like to register the board's satisfaction for the strengthening of the social agenda, which has always been a hallmark of OEC, through the definition of the focus on the basic and vocational education banner as an element of productive inclusion of youths and adults. We expanded our partnership with Norberto

Odebrecht Foundation (FNO) through the voluntary work of its members and the largest ever participation in total donations through the Tribute to the Future Program. It gives us great joy to see OEC partners so engaged in these transformative initiatives of FNO, which over decades has been transforming lives in the countryside through youth empowerment and protagonism, fighting poverty, exclusion and inequality. Together, we are educating to impact lives, which transform tomorrow. This is a call for us to further increase participation, via volunteerism and corporate actions, in the 2023 cycle.

The resumption of growth that OEC achieved in 2022, evidenced by the turnover and recomposition of the project portfolio, it is a clear sign of the trust placed in us by our clients, and for that we are grateful. Let us continue together, developing the engineering of the future to build a better Brazil and a better world, always in tune with public policies and the powerful traction of private participation for the sector. Our teams have the optimism, knowledge, and ability to overcome obstacles and make it happen.

OEC BOARD OF DIRECTORS

HÉCTOR NÚÑEZ
CHAIRMAN

DANIEL VILLAR
VICE-PRESIDENT

BENTO ALBUQUERQUE*
HATEM SOLIMAN*
JOSÉ MAURO DA CUNHA

*Independent Members



About the Report



OEC Annual Report | 2022-23

About the Report

|2-2|2-3|2-14|

In this Report, OEC S. A. presents its performance and reaffirms its commitment to transparency in all its relationships. Presented here are the results of OEC's own and controlled operations, as well as the participation of its vehicles in consortiums in Brazil and abroad, between January 1st and December 31st, 2022, beyond the significant changes that occurred in 2023, until the date of this publication.

This document, shared for the first time in the first semester following the reporting cycle, is the result of the efforts of all the

The mention of leaders, workers, members, or subcontractors represents the diversity of OEC's workforce in which people of all genders, 24 nationalities, and the most diverse human characteristics conform the company's identity.

Details about the indicators, as well as any omissions and justifications, are described in the GRI Index. To learn more about the adopted reporting standards, visit.

The standards applied for consolidation and analysis of the performance reported here and its verification are detailed in the GRI Index.

teams that have dedicated special attention to serving a connected society, which must be informed in a qualified and timely manner.

More accurate and comprehensive data will be reported as soon as possible to stakeholders on an annual basis, where it will be a priority to objectively report on the progress of the ESG agenda and the OEC's contribution to promoting sustainable development.

The results consolidated herein were compiled in accordance with the **Global Reporting Initiative (GRI)** and other applicable national and international standards, and were audited both internally and externally. This publication was approved by the OEC's Board of Directors, after evaluation by the Strategy, People and ESG Committee that advises this collegiate body.



Communications regarding this content may be directed to sustentabilidadeoec@oec-eng.com

PERFORMANCE

Insertion of the ESG agenda into the strategic planning and expansion of commitments and goals

INFRA+ Seal awarded to the Integrity and Risk Management Programs

IIA MAY BRAZIL Award granted to the Internal Audit Program

Maintenance of ISO certifications for the Anti-bribery, Quality, Occupational Health and Safety, and Environmental Management Systems

Update of the **Sustainability and People Policies** and issuance of the **Legal Affairs and Information Technology Policies**

Consolidation of the **largest online engineering community** in Latin America

Launch of the **OEC IN Innovation program** and **OEC Connection** podcasts

Winning the **INOVA INFRA Award** in the 2022 and 2023 cycles

OEC GLOBAL



15,178 workers



24 nationalities working in **12 countries**



98.8% locally hired



33% of members **under 35 years old**



12% women in the total workforce



22% women in leadership positions



105 young people in the internship and trainee programs



34.3 million hours worked



Social Investment **OEC Education Program**



ZERO serious events



Reduction in accident and severity rates



1.8 million hours of training in Sustainability



77% reuse of generated waste



Identification of opportunities for **decarbonization**



OEC

OEC



OEC

Annual Report | 2022-23

OEC

| 2-1 | 2-6 |

OEC exists to provide useful engineering solutions to society. The company, a privately-held corporation founded and headquartered in Brazil, through its controlled and subsidiary companies, has been delivering services for almost eight decades that distinguish its presence in the segments of heavy infrastructure, construction, assembly, and maintenance of industrial undertakings.

A history that contributes to the qualification of the infrastructure and to the progress of the productive sectors served, materialized in works that remain, coexist, and contribute to the development of the locations that receive the company even after the end of the works cycle.



To learn more about OEC's trajectory, click [here](#).



Operations | 2-1 | 2-6 |

AT OEC, PEOPLE DREAM, DESIGN AND HELP BUILD A BETTER WORLD

Integrated services of engineering, procurement, construction, assembly, maintenance, and management of civil, industrial, and special technology works in various segments, serving public and private clients in different areas of activity.



PHOTOVOLTAIC
POWER PLANT



DAM



RAILROAD



SUBWAY,
BRT AND VLT



HIGHWAY



BRIDGE AND
OVERPASSES



HYDRO
POWER PLANT



TRANSMISSION
LINE



AIRPORT



URBAN
DEVELOPMENT



BUILDINGS



SANITATION



THERMAL
POWER PLANT



PORT



IRRIGATION



SHIPBUILDING



OFFSHORE
PLATFORM



GAS AND
OIL PIPELINE



NUCLEAR
POWER PLANT



LOCK AND
WATERWAY



REFINERY



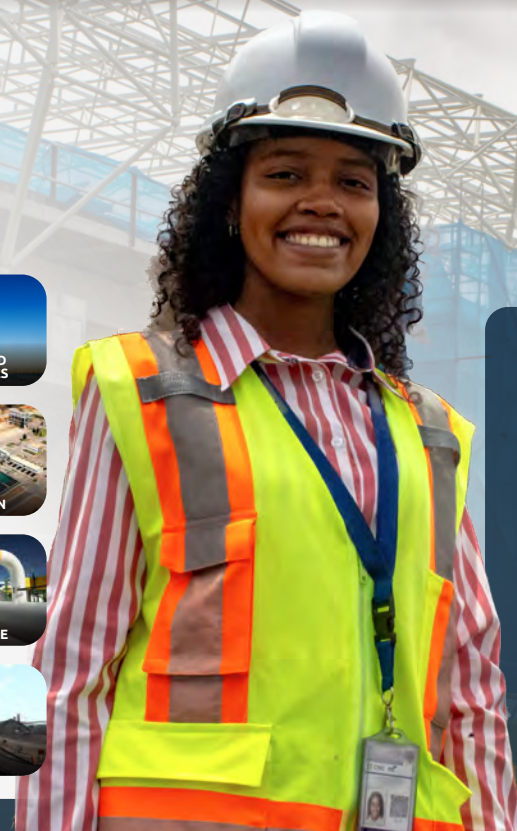
INDUSTRIAL
PLANTS



METALLURGICAL
AND STEEL MILLS



MINING



Historical Performance | 2-1 | 2-6 |

ENGINEERING TO TRANSFORM

The strength of a company that is both experienced and renewed, technical and creative, that aims to be recognized for its distinctive hallmarks: efficiency, compliance, innovation, and sustainability, for being a local company everywhere it operates, that recognizes and respects the rights, health, safety, and well-being of the people who work and live with its operations.

79 years
operating
in Brazil

50 years
of international
experience

About
**3
thousand**
projects
delivered

**35
countries**
and four
continents

A TRAJECTORY THAT INSPIRES AND PROVOKES NEW AMBITIONS.

45 AIRPORTS AND 55 PORTS

463 KM OF TUNNELS

ASSEMBLY OF **599 THOUSAND TONS** IN INDUSTRIAL WORKS

ELECTROMECHANICAL ASSEMBLY OF **907 THOUSAND TONS** IN ENERGY WORKS

5,680 KM OF GAS AND OIL PIPELINES

17,047,423 M² OF BUILDINGS

2,803 KM OF RAILROADS

5,770 KM OF SEWAGE PIPES AND 157 KM OF OUTFALLS

261 KM ON 26 SUBWAY LINES AND COMMUTER RAIL

270 KM OF BRIDGES AND VIADUCTS

259 TREATMENT AND PUMPING STATIONS

6,641 KM IN 107 TRANSMISSION LINES

583,131 HA IN IRRIGATION PROJECTS

4 CABLE CAR LINES TOTALING 8 KM

18 THERMOELECTRIC POWER PLANTS TOTALING 4,176 MW

2 NUCLEAR POWER PLANTS WITH A CAPACITY OF 1,938 MW

88 HYDRO POWER PLANTS WITH A GENERATING CAPACITY OF 71,944 MW

1 PHOTOVOLTAIC POWER PLANT WITH 2.52 MWp GENERATING CAPACITY

1,006 KM OF CANALS

14.189 KM OF HIGHWAYS

370 THOUSAND TONS IN 73 OFFSHORE STRUCTURES



Presence in the World

[2-1] [2-6]

BUILDING PRESENT TO
TRANSFORM THE FUTURE

In 2022, the commitment of the teams was manifested in the successful performance that made important deliveries possible, attesting to the engineering capacity and the contractual responsibility of the company. While the sequence of conquests obtained that year, and continued in the first months of 2023, announces a competitive company that reaps the results of an optimized structure, based on control systems equivalent to the best global standards in its segments of activity.



Engineering success
in large

DELIVERIES

ADDUCTOR CANAL OF THE SERTÃO ALAGOANO (SECTION 4)
ILHA DOS POMBOS HYDRO POWER PLANT
SANTA CRUZ THERMAL POWER PLANT
WATER SUPPLY SYSTEM OF MONTES CLAROS



EXTENSION LINE 2 OF THE PANAMA METRO
EXPANSION OF THE TUCUMEN INTERNATIONAL AIRPORT



LAÚCA HYDRO POWER PLANT



CONQUESTS

of efficiency, integrity, and socio-environmental responsibility

ADDUCTOR CANAL OF THE SERTÃO ALAGOANO (SECTION 5)
GUARATUBA BRIDGE
GREEN ETHYLENE PLANT
MATARIPE REFINERY
BRT TRANSOESTE CORRIDOR
MINERAL HIGHWAY
RESERVOIR AND ADDUCTORS OF CEDAE
CAMPO GRANDE RING HIGHWAY
XERÉM WATER TREATMENT PLANT

CABINDA REFINERY
CABINDA INTERNATIONAL AIRPORT
LOBITO REFINERY
FERROVIA LUENA-SAURIMO RAILROAD
(waiting for a signature)

Works

Representations

Recognitions | 2-1 | 2-6 |



In 2022, the innovative solution implemented by OEC in the laying of carbon steel pipes at the construction site of the new Montes Claros Water Supply System (Minas Gerais, Brazil), was recognized as the best Engineering case in the Sanitation/Companies category of the **INOVA INFRA 2022** award, organized by O Empreiteiro Magazine.

While in 2023, and for the second consecutive year, the independent jury formed by representatives from the Brazilian Association of Engineering Consultants (ABCE), Brazilian Association of Industrial Engineering (ABEMI), Brazilian Association of Infrastructure Class Unions and Associations (BRASINFRA), National Union of Consulting Architectural Engineering Companies (SINAENCO), and Union of the Heavy Construction Industry of the State of São Paulo (SINICESP), in addition to expert consultants, recognized engineering innovation and the successful application of Building Information Modeling (BIM), awarding the **INOVA INFRA 2023** to the project designed by the OEC for Section 5 of the Adductor Canal of the Sertão Alagoano (Alagoas, Brazil).



On the climate agenda in 2022, for the eighth consecutive year, OEC's inventory of greenhouse gas emissions was recognized with the **GOLD SEAL OF THE BRAZILIAN GHG PROTOCOL PROGRAM**, which attests to the completeness and legitimacy of inventories verified by an independent third party. In this edition, again, the OEC was the only representative of the infrastructure segment to be awarded the Seal.



The **IIA MAY BRAZIL 2022** Award, organized in the international internal auditing awareness month by the Institute of Internal Auditors (IIA), a global entity represented in Brazil by the Brazilian Institute of Internal Auditors (IIA Brazil), recognized the success of the Audit Program implemented at the OEC.



The Brazilian Ministry of Infrastructure granted an important recognition to the company's integrity and corporate governance practices. The **INFRA+ INTEGRITY INCENTIVE SEAL**, awarded to OECI – controlled company of OEC S.A., in 2022, recognizes companies in the infrastructure sector that adopt good practices in corporate governance and encourage ethical behavior, transparency, and fraud and corruption prevention.

The issuing of the Seal requires a careful technical analysis of the initiatives adopted by the companies, which must present a series of evidences, documents,

experience cases, and certificates, in a sequence of verifications that lasts approximately five months. Its achievement, therefore, adds even more credibility to the OEC brand in its market and confirms the company's commitment to collaborate in the transformation of the infrastructure sector, prioritizing transparency and ethics in business and in relations with all stakeholders.

This certification of good practices issued by the Brazilian Federal Government adds to other recognitions received by the OEC, in which the statements of the World Bank's Annual Report on the Sanctions System stand out, mentioning the construction company as an "example of a company focused on compliance actions" with a comprehensive program in line with the principles defined in the World Bank's guidelines. In this context, the successful completion of the monitoring of the OEC's Integrity Program by the Office of the Comptroller General (CGU) is also worth mentioning, as the company's link – as a part of Novonor Group, to the Brazilian Institute of Corporate Governance (IBGC), OEC's participation as a signatory of the Business Pact for Integrity and Against Corruption - an initiative of the Ethos Institute, and its engagement in the Movement for Integrity in the Engineering and Construction Sector (MISEC), among other actions, initiatives, and certifications presented throughout this Report.



Our Commitments

 OEC Annual Report | 2022-23

Our Commitments

| 2-22 | 2-23 | 2-24 |

In its recent past, OEC has experienced not one, but several restarts, as many and as significant as would be necessary to mark a vigorous inflection. Movements of reunion, resumption, and strengthening of the values and practices that, from the beginning, have held significance and marked the company's history.

During this time, important efforts in several agendas, the legitimate involvement of the teams, and the commitment of the leaderships have built the learnings that gave new meaning to the company's brand, which today, aware of the impacts and opportunities it generates, wonders how it is possible to do more.

To do more for the strengthening of its governance and integrity, for the success of useful engineering that materializes clients' dreams, for efficient management that protects the environment and preserves natural resources, that respects, includes, and promotes with equity all people, and contributes to the establishment of new and better markets, and above all, that facilitates the appropriate, desired, and sustainable development of the locations hosting the operations.

The reflections that result from each performance review, the focus of each cycle's planning, stakeholder consultation, and the observation of its business context all serve to build this response at OEC. An extensive exercise that guides the company's actions, balancing demands, priorities, and ambitions. This task is aided by **ESG Positioning** of OEC's controlling group, by the policies that guide its business practices and conduct, and by its materiality, which connects the company's activities to the most relevant aspects for value creation.



Access and learn more about ESG Positioning and Our Culture.



OUR CULTURE

The essence of Novonor, OEC's parent company, summarizes the learning and knowledge produced by several generations of entrepreneurs, the new values captured in the transformations in their businesses, and the commitments made by the Group.

"Our Culture", perceived and practiced in day-to-day operations, guides, inspires and connects the controlled companies, leading Novonor Group into the future.



We trust in the potential of every human being



We act with a spirit of service



We are ethical, upright and transparent



We practice planned delegation



We focus on customer satisfaction



We are diverse and inclusive



We prioritize innovation and creativity



Our actions benefit the society



We promote sustainable development

ESG POSITIONING

In the publication, in 2021, of its ESG Positioning, Novonor reaffirmed its role and contribution to building an equitable, inclusive, diverse and sustainable future, in which business technologies will contribute to improving people's lives and protecting the planet.

This statement describes the premises that guide the Group's performance, which is committed to operating with the highest ethical, technical, and governance standards, and ensures the integration of ESG into its business and investments, where the practice, aligned with Paris Climate Agreement and the Sustainable Development Goals (SDGs) of the United Nations (UN), will be demonstrated by means of performance indicators that are measurable and convergent with the drivers and long-term goals defined at the time.



| 2-13 | 2-24 | 3-3 | ACTION PROGRAM

The Action Program (AP) is the main management instrument in OEC. This objective and practical covenant, defined among the leadership and its teams, conditions the company's goals, and expected results to the professional and personal challenges of its members. Based on this agreement and on the evaluation process, the AP guides and encourages the performance and evolution of the members and, consequently, of the business, directing efforts to generate results and reinforce Our Culture.

The practice of the annual AP cycle is a key element in the convergence, dissemination, achievement, and consolidation of OEC standards and instructions, as well as the roles and responsibilities of all people. The AP offers additional benefits by bringing objectivity to the path required to meet the goals and targets agreed upon, while supporting and guiding the competencies, deliverables, the development, and career of the members. At the strategic level, it promotes a good work environment, improves decision making, shares and unfolds the company's strategy, qualifying the management. It also provides relevant information for the selection and mobilization of members for new works, structuring their insertion in transparent succession processes.



Materiality

| 2-29 | 3-1 |

Since conducting its first materiality survey in 2016, OEC remains attentive to internal and external movements that influence its business context, to the evolution of sustainability in these environments, and to the characteristics and engagement of its stakeholders. It also ensures the alignment of practices in operations and maintains diligent monitoring and continuous analysis of its performance. Elements that add discipline to the identification of the positive and negative impacts generated and contribute to the management that results from them, also serving as a starting point for the update cycles of its materiality.

The exercise performed in 2022, which culminated in the materiality matrix that guides the company's ESG strategy and leads this report, applied with the support of external analysts, considered the actual and potential impacts caused by, influenced by, or directly connected with the activities of OEC, as well as observed the results of consultations conducted with stakeholders in the five priority markets for the company, as recommended by international guidelines and standards governing these processes.

RESEARCH

OEC's new materiality, which highlights the concerns and expectations of stakeholders and connects them to the company's action strategies, was established from the engagement of several technical areas in the company and external experts, in which the following stages stand out:

Sector Analysis

Evaluation of technical documentation, benchmarking with the main companies operating internationally in the engineering and construction and industrial assembly markets, fulfilment the requirements of regulatory bodies, financial institutions, and internationally applicable guidelines.

Media Study

Consideration of the public debate about the sector and its trends on the Brazilian and international scenes.

Definition of Macro-subjects

Mapping of 24 potential material subjects and definition of research methodology and instruments.

Stakeholders Map

Identification of stakeholders and their prioritization (PLU Study - Power, Legitimacy and Urgency), and definition of the engagement strategy.

Internal and External Engagement

Trilingual online consultation with internal and external audiences and interviews with OEC executives and representatives of the audiences prioritized in the PLU Study.

- Consulted Parties
- Shareholders
- Customers
- Academic Community and Research Institutes
- Communities
- Financial Entities
- Suppliers
- Government
- Members
- Media (including Digital Influencers)
- Civil Society Organizations
- Regulatory Bodies
- Business Partners (Partners in Consortiums)
- Service Providers
- Unions and Class Entities
- Other Audiences

Alignment with Strategy

Evaluation of OEC policies, manuals, guidelines, management systems and other instructions and their correlation to ESG demands and subjects.

Consolidation of the Materiality Matrix

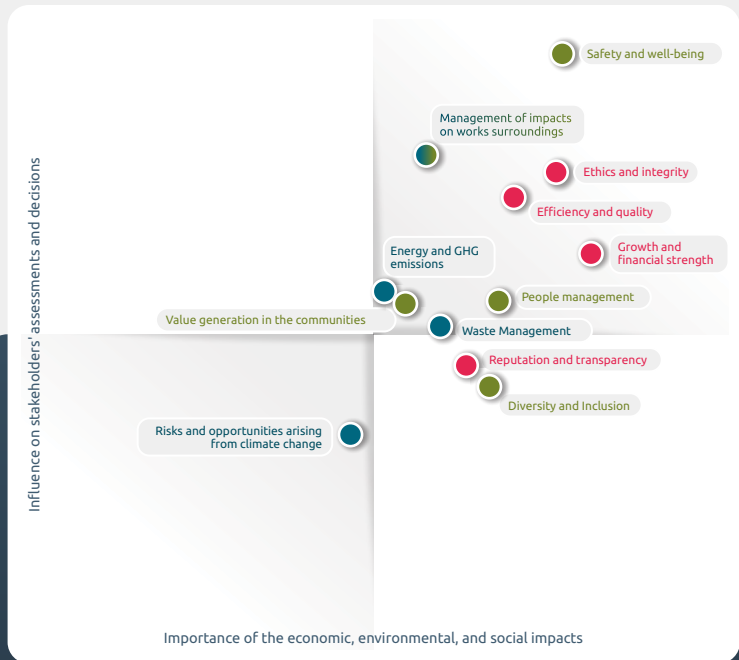
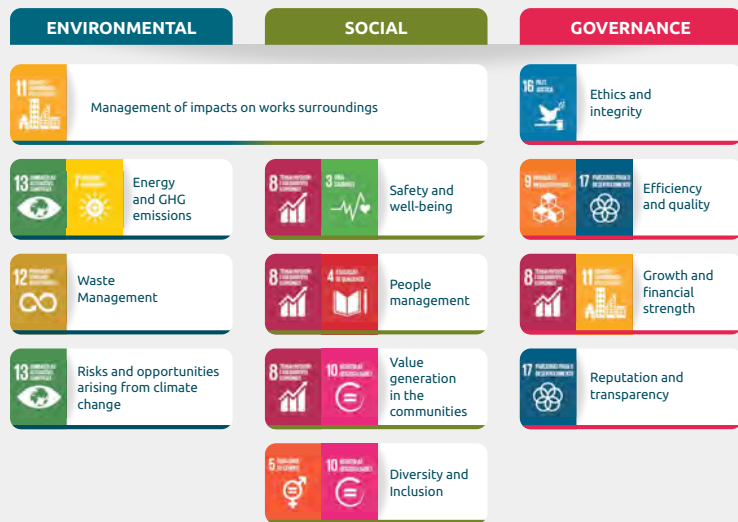
Weighting of engagement results, prioritization of ESG material topics, and validation with OEC top leadership.



International Integrated Reporting Council (IIRC), Sustainability Accounting Standards Board (SASB), United Nations (UN) Global Compact and Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI), and the AA1000 Standard.

The matrix then consolidated, validated, and approved by the company's Board of Directors, through the appreciation of the Strategy, People and ESG Committee, lists the matters that most significantly impact OEC's contribution to sustainable development.

MATERIAL TOPICS | 3-2 |



The Action Program for the five-year period 2023-2027, approved in 2022 by OEC, and the 12 material topics evidenced in the new matrix, alert as to the priorities for OEC's actions, which integrate environmental, social, and governance issues into the company's long-term strategy.

This agenda highlights productivity, innovation, technical quality, and the strengthening of the integration of sustainability into engineering planning, the protection of life and care to the wellness and rights of people, environment preservation and a proactive stance in managing greenhouse gas emissions, a qualified and permanent engagement of stakeholders, the generation of local value - mainly by creating job opportunities and promoting education, and the distinction and scope of governance and integrity practices.

The achievement of these goals mobilizes a learning cycle and reconfigures the governance and resources dedicated by the company, which in the period reported here, defined an executive board dedicated to ESG.

The practice that will result in this performance follows the determinations of the company's set of policies, as well as the derived guidelines and instructions, and is addressed by the Action Program of the business the practice of which will be evidenced throughout this Report. The monitoring of such performance, in turn, is guided by the regulation of management systems applied globally and certified under ISO 9001 (Quality Management), ISO 14001 (Environmental Management), ISO 45001 (Occupational Health and Safety Management), and ISO 37001 (Anti-bribery Management) standards.

MATERIAL TOPICS

| 3-2 |

ENVIRONMENT

Energy and GHG emissions

CONTEXT

They relate to actions to identify emission sources and quantify greenhouse gas (GHG) emissions, and initiatives to mitigate carbon footprint

LIMIT

They occur due to the company's own and controlled activities and in its business relationships

PARTS RELATED TO THE IMPACTS

They involve all stakeholders on a global scale, are directly connected with the practices of suppliers and service providers, and are of special relevance to customers, financial entities, governments, non-governmental organizations, and communities



Waste management

CONTEXT

They cover the required processes, the conformity of the practices and the best destination for the adequate management of the waste generated

LIMIT

They occur due to the company's own and controlled activities and in its business relationships

PARTS RELATED TO THE IMPACTS

They are of interest to all stakeholders, directly involving the social groups and localities that receive the operations, and are directly related to the practices of suppliers and service providers, being of special relevance to governments, non-governmental organizations, regulatory bodies, and civil society organizations



Risks and opportunities arising from climate change

CONTEXT

They involve adapting the operation to deal with projected climate change impacts that include extreme events that could compromise the operation and safety of these infrastructures. They also cover opportunities for new business connected with climate change mitigation, such as the execution of projects for carbon capture and storage, for renewable energy generation and in the implementation of eco-efficient infrastructures.

LIMIT

They take place due to the company's own and controlled activities

PARTS RELATED TO THE IMPACTS

They involve all stakeholders on a global scale, are influenced by value chain practices, and are of particular relevance to customers, financial entities, business partners, and civil society organizations





MATERIAL TOPICS

| 3-2 |

SOCIOENVIRONMENTAL

Management of impacts on works surroundings

CONTEXT

They are connected with the economic, social and environmental impacts generated in the works surroundings, include the engagement strategies and the channels for consulting and listening to the stakeholders, the procedures for control and mitigation of the identified impacts, those dedicated to the protection of human rights and to the environment preservation, and the measures for damage repair and recovery

LIMIT

They occur due to the company's own and controlled activities and in its business relationships

PARTS RELATED TO THE IMPACTS

They are of interest to all audiences, directly involving the social groups and localities that are daily related to the operations or to the logistics required in the works, and are directly related to the practices of suppliers and service providers, being of special relevance to shareholders, customers, financial entities, governments, non-governmental organizations, regulatory entities, members and communities



SOCIAL

Safety and well-being

CONTEXT

They include governance, management systems and controls adopted to mitigate the risk of accidents and occupational diseases. They highlight the accident frequency and severity rates and the mechanisms to reduce their occurrence. They involve efforts to preserve the life and physical integrity of people, and to promote their well-being

LIMIT

They occur due to the company's own and controlled activities and in its business relationships

PARTS RELATED TO THE IMPACTS

They are of interest to all publics, directly involving own and outsourced workers and the social groups daily connected with the operations, keeping a direct relationship with the practices of suppliers and service providers, being of special relevance to shareholders, clients, financial entities, governments, regulatory entities, members, civil society organizations and communities



People management

CONTEXT

They cover the actions for attracting and selecting workforce, for training and promoting the development of people, for inclusion, and for promoting diversity, as well as to ensure the identification, valorization and retention of intellectual and human capital of the headcount

LIMIT

They take place due to the company's own and controlled activities

PARTS RELATED TO THE IMPACTS

They are of interest to all audiences, directly involving own and outsourced workers and social groups daily connected with the operations, are influenced by the value chain practices, and are of special relevance to shareholders, customers, governments, members and organizations of civil society and communities



MATERIAL TOPICS

| 3-2 |

SOCIAL

Value generation in the communities

CONTEXT

They cover the positive impacts generated in the localities during implementation of the ventures, especially when connected with dynamization of the local economy given the creation of opportunities for jobs and income generation, to training and professional capacity building of people and to the contribution to the development and qualification of the market and local infrastructure. Likewise, they are arising from social responsibility actions and programs for protection and promotion of human rights

LIMIT

They occur due to the company's own and controlled activities and in its business relationships

PARTS RELATED TO THE IMPACTS

They are of interest to all audiences, directly involving our own and outsourced workers, the local market, and the social groups daily connected with the operations, being of special relevance to shareholders, customers, governments, non-governmental organizations, members and communities



Diversity and Inclusion

CONTEXT

They include the initiatives and programs structured to promote diversity among the company's workers, highlighting affirmative actions and the company's ability to offer equitable conditions that facilitate the admission and development of all people, especially among the leadership

LIMIT

They occur due to the company's own and controlled activities, influencing its business relations

PARTS RELATED TO THE IMPACTS

They are of interest to all audiences, directly involving the company's own workers and the communities surrounding the projects, with indirect relations and influence with subcontracted workers, the local market, and groups and entities that represent society



GOVERNANCE

Ethics and integrity

CONTEXT

They include governance, management systems and control mechanisms that ensure ethical conduct and compliance in the company, cover the systems and processes implemented to identify and mitigate the risk of occurrence of non-compliance with business policies and standards, especially regarding corruption and bribery

LIMIT

They occur due to the company's own and controlled activities and in its business relationships

PARTS RELATED TO THE IMPACTS

They involve all stakeholders on a global scale, directly involving own and subcontracted workers, suppliers, service providers and business partners, and is of special relevance to shareholders, customers, financial entities, governments, regulatory bodies, civil society members and organizations, and communities



MATERIAL TOPICS

| 3-2 |

GOVERNANCE

Efficiency and quality

CONTEXT

They cover the processes and technologies employed so that the projects are executed with maximum efficiency and technical and construction quality. They involve the mechanisms adopted to evaluate performance from the planning, during the implementation, and in the life cycle of the projects. These include investments in research and development, innovation, eco-efficient solutions and materials

LIMIT

They take place due to the company's own and controlled activities

PARTS RELATED TO THE IMPACTS

They involve especially the engineering and construction and industrial assembly segment, academia, research institutes, and technology and innovation hubs, are influenced by value chain practices, and are of special relevance to shareholders, customers, financial entities, academia, members, business partners, civil society organizations, and communities



Growth and financial strength

CONTEXT

They highlight the company's strategic plan, the strengthening of the economic and financial performance with a focus on winning new business and its continuity, as well as the generation of value to all stakeholders

LIMIT

They take place due to the company's own and controlled activities

PARTS RELATED TO THE IMPACTS

They involve all stakeholders on a global scale, directly involves the top leadership, and is of special relevance to shareholders, financial entities, creditors, members, suppliers and service providers



Reputation and transparency

CONTEXT

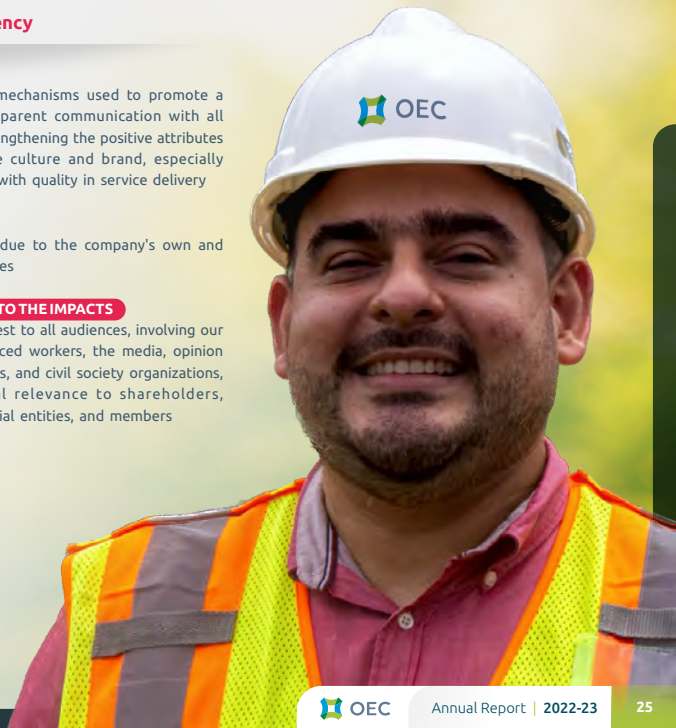
They cover the mechanisms used to promote a timely and transparent communication with all stakeholders, strengthening the positive attributes of the corporate culture and brand, especially when connected with quality in service delivery

LIMIT

They take place due to the company's own and controlled activities

PARTS RELATED TO THE IMPACTS

They are of interest to all audiences, involving our own and outsourced workers, the media, opinion makers, regulators, and civil society organizations, being of special relevance to shareholders, customers, financial entities, and members



Engagement | 2-28 |

OEC recognizes the value of engagement with representative institutions in its sector and with civil society organizations. The collaboration that results from these interactions contributes to the credibility of the business environment, facilitates technical updating, allows the recognition and exchange of good practices, expands monitoring and participation in regulatory and political decisions, strengthens corporate social responsibility, and builds reputation for the company and its market.

So, in 2022, OEC has continued its participation in the initiatives promoted by Ethos Institute for

Business and Social Responsibility (Ethos Institute) and the National Pact Institute for the Eradication of Slave Labor (InPacto), keeping active its participation in the Business Movement for Integrity and Transparency (initiative of the Ethos Institute), the Movement for Integrity in the Engineering and Construction Sector (in which the United Nations Global Compact Network Brazil and the Ethos Institute serve as secretary), as well as with Brazilian Institute for Self-Regulation in the Infrastructure Sector (IBRIC) and Brazilian Association of Industrial Engineering (ABEMI).





Governance

 OEC Annual Report | 2022-23

Governance

| 2-9 | 3-3 |

In 2022, OEC continued to consolidate and improve its corporate governance rules and practices, ensuring that the performance of its processes and internal flows remain aligned with the best internationally recognized practices.

In the cycle reported here, which considers significant changes up to this Report release, two new independent members have joined the OEC Board of Directors (OEC-BD), the new Chairman of the OEC-BD and the new **Business Leader** were selected, and a new composition for the company's statutory board was defined.

The review of the Sustainability and People Policies and the issuance of the Legal Affairs and Information Technology Policies, also carried out during this period, incorporated elements recently inserted into the governance of the business - such as the drivers of Our Culture and the controlling company's ESG Positioning, highlighted concepts and commitments that guide business practice.

The updating of the OEC-BD's Regulation, produced this year, defined a new identification and scope of action for the Culture, Communication, People and Sustainability Committee, then renamed the Strategy, People and ESG Committee, which takes on, with greater emphasis, the discussion of strategies in the various markets, especially with regard to action on environmental, social and governance issues. The new configuration understands that companies that are resilient, agile, and able to anticipate, manage, and integrate ESG factors into their business model will be more likely to create and preserve value for themselves and society. The new text of the Regulation also changed the conditions for the composition of the Advisory Committees, which shall count with the participation of external experts, that is, non-members of the OEC-BD.

At the OEC, the Business Leader holds the equivalent position to the CEO.



BOARD OF DIRECTORS

| 2-9 | 2-10 | 2-11 | 2-12 |
| 2-18 | 2-19 | 2-20 | 405-1 |

The Board of Directors (OEC-BD), leads the governance at the OEC and has a deliberative function, being responsible for strengthening and promoting practices that converge with the principles and commitments defined by the company, especially with regard to transparency, equity, integrity, sustainability, and corporate responsibility, aligning the interests of shareholders with the effective contribution of the business to the development of the locations that receive its operations.

This Board is equally responsible for defining the company's strategic direction, maintaining and strengthening the concepts of Our Culture, issuing and reviewing corporate policies, monitoring and evaluating the Action Programs of the Business Leader and those Responsible for Integrity and Internal Audit, as well as promoting, by the OEC and its controlled companies, the practice of governance, integrity and corporate management systems that meet the best practices in their market. Also matters deliberated on and restricted to the Board are its own self-evaluation and the evaluation of its members performance, the setting of individual remuneration for directors and the executive leadership - approved at a General Meeting as defined in the OEC Governance Policy,

and communication between OEC and Novonor S.A. under Judicial Recovery - the company's controlling company.

The OEC-BD, which must have between five and nine members, must ensure that 20%, or at least two of its members, are independent as defined in the OEC Bylaws. Additionally, as defined, an independent director shall be a member of the Finance and Risk Committee and the Integrity and Audit Committee shall consist of a majority of independent members.

BOARD OF DIRECTORS

HÉCTOR NÚÑEZ
PRESIDENT

DANIEL VILLAR
VICE-PRESIDENT

BENTO ALBUQUERQUE*
HATEM SOLIMAN*
JOSÉ MAURO DA CUNHA

*Independent members

RAFAEL GOMES
INTEGRITY AND RISK MANAGEMENT

LUCIANA SECAF
INTERNAL AUDIT

MAURICIO CRUZ
BL OEC

LUCAS CIVE BARBOSA
FINANCE AND IT

ROGÉRIO BAUTISTA
LEGAL AND GOVERNANCE

MARCELO PILLER
ENGINEERING AND INNOVATION

MARCUS AZEREDO
SD AFRICA

FÁBIO GANDOLFO
SD BRAZIL INFRA

MAURÍCIO ALMEIDA
SD BRAZIL INDUSTRIAL

PEDRO PINHEIRO
SD LATIN AMERICA

LUIZ SIMON
SD UNITED STATES

LUDMILA LAVIGNE
PEOPLE AND PLANNING

RODRIGO VILAR
COMMUNICATION AND MARKETING

ALEXANDRE BALTAR
ESG

CLAUDIO MEDEIROS
INSTITUTIONAL RELATIONS

OEC and Novonor shared structures

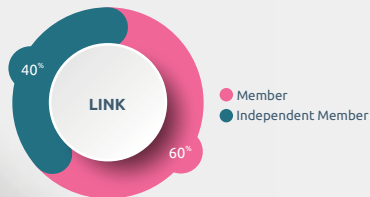
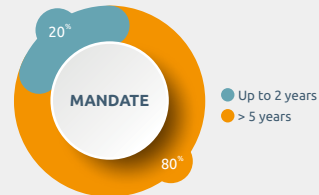
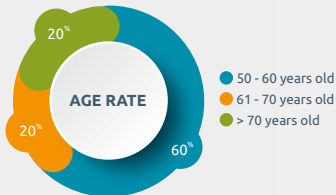
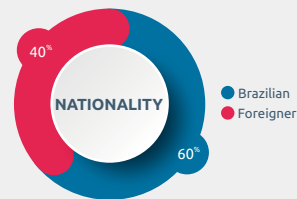
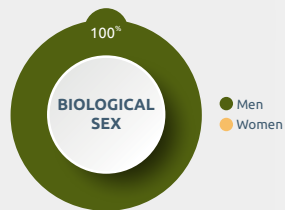
Board of Directors

| 2-9 | 2-10 | 404-1 | 405-1 |



At OEC, the members of the Board of Directors have no alternates and serve two-year terms. The selection process seeks to engage board members with principles and values that adhere to those of the company, that represent the plurality that characterizes the business, and that add knowledge, experience, and skills that contribute to the company's development, especially regarding the evolution of its commercial, financial, regulatory, legal, people, communication, ESG, integrity, and corporate governance management practices.

Valuing the timeliness of the reported information, the macrostructure presented considers the conformation of this collegiate at the time this Report release. So, as already mentioned, in 2022, the election of two independent members and the appointment of a new President as early as January 2023 stands out, given the expiration of the mandates then in effect, Héctor Núñez (Chairman of the OEC-BD), Daniel Villar (Vice-Chairman of the OEC-BD), Ana Novaes (Independent Board Member), Bento Albuquerque (Independent Board Member), Hatem Soliman (Independent Board Member), and José Mauro Carneiro da Cunha (Board Member) were elected for new terms, having councilor Ana Novaes resigned in the first quarter of that year.



STRATEGIC GUIDANCE

[| 2-9](#) | [| 2-12](#) | [| 2-13](#) | [| 2-16](#) | [| 2-17](#) | [| 2-22](#) | [| 2-24](#) |

At the OEC, the strategic guidance is widely discussed and updated every year and guides the company's Action Program (Business Plan), which is approved by the Board of Directors for the five-year period 2022 - 2027, defined the company's business: a provider of integral and sustainable solutions in complex engineering and construction projects for infrastructure and industries, with a dedicated focus on the main global demands - mobility, logistics, water, sanitation, energy, housing, health, and education, in its priority markets - Brazil, Angola, Peru, Panama, and the United States, developing selective opportunities in other Latin American and African countries, dedicated to public and private clients, and pursuing growth and affirmation of the relevance of its contribution in the markets where it operates.

The achievement of the objectives agreed upon in this AP is based on widely disseminated macro-strategies that influence the goals and the conduct of all the people in the company and to which they commit themselves. These include, but are not limited to, the following:

- Acting ethically with integrity and transparency.
- Ensuring the financial health and strategic management of the company's cash.
- Strengthening engineering and business intelligence, with a focus on performance, efficiency, and competitiveness.
- Substantial backlog addition and increase in the capacity to generate new business.
- Building strategic partnerships.
- Addressing of issues of interest to stakeholders.
- Monitoring, mitigation, and resolution of litigation and liabilities.
- Development of the ESG agenda and evolution in risk management.
- Continuous strengthening of the OEC's image.
- Strategic people management.
- Development of the long-term vision and implementation of strategies to achieve it.

For 2023, specifically, it remain priorities the integrity, the successful execution of the projects in the portfolio and the delivery of the works planned for this period, the strengthening of financial health and the strong generation of new business, the monetization and disposal of assets, as well as the efforts to ensure the leadership of its engineering in the markets of its operation and in the future of the infrastructure and innovation agendas, constituting itself as a model company in ESG.

In its daily tasks, the OEC-BD is assisted by three permanent, non-deliberative committees, responsible for analyzing relevant matters prior to the decisions of this Council. Such committees, consisting of between two and five members, may engage outside parties who are experts in the topics they address.

Finance and Risk Committee

Currently coordinated by José Mauro Carneiro da Cunha, in 2022, this Committee met on 14 occasions - 10 ordinary and four extraordinary, producing the analysis of the financial performance of the OEC and its subsidiaries and the monitoring of exposure to risks, and was responsible for the evaluation and publication of the Annual Report of the Administrators and the **Financial Statements** of the company.

Integrity and Audit Committee

Coordinated by Hatem Soliman, Independent Board Member, it advises the OEC-BD on promoting ethics, integrity and transparency in the Company's operations, leads and supports the work of the R-Integrity and Risk Management and the Internal Audit Officer. To this end, it supervises the practice of controls, rules and regulations, internal policies and

risk management, and monitors compliance with legal requirements and the execution of the Integrity and Internal Audit Programs. In 2022, there were 14 meetings of this Committee, among which 11 ordinary and three extraordinary.

Strategy, People and ESG Committee

Coordinated by OEC-BD Vice Chairman Daniel Villar, this Committee advises the Board on the continuous assessment of the company's strategy, people management, and ESG practices, collaborating with the improvement of the company's corporate governance and performance. The monitoring of these themes, which also includes the performance of the communication, culture, succession, compensation, diversity, and sustainability programs, in 2022, took place in 11 meetings, of which nine were regular and two extraordinary.

In addition to the Standing Committees, OEC "ad hoc" Committees may be established for a limited period, to act on relevant matters of an occasional nature. In 2022, no committees of this nature have been mobilized.



Visit and learn more about OEC's financial performance.



The executive level of the OEC, represented by its Business Leader (BL), reports exclusively to the OEC-BD from the Action Program (AP), previously agreed upon by the BL and approved by this Council. The Integrity and Risk Management Officer and the Internal Audit Officer, as recommended by the best governance and independence practices, also report directly to the OEC-BD, through its Integrity and Audit Committee.

The evaluation of the business performance, referenced by the PA, observes the evolution of indicators monitored on an ongoing basis, whose timeliness and opportunity contribute to comprehensive analyses that include aspects related to the impacts and contributions of the business in environmental, social, and

governance issues. These results, presented as from the sending of managerial reports (monthly, quarterly and half-yearly) and inserted as an agenda for the meetings of this Board and its Committees, confer greater formalism and discipline to these evaluations, influencing the variable remuneration of the company's executives.

Decisions that are restricted to the competence of the OEC-BD, as defined by the Bylaws and Corporate Governance Policy of the OEC, and as determined by current legislation, are presented as

Proposals for Deliberation (PD), inserted in the work plan of the meetings of this Body and its Committees. The OEC-BD's meeting agenda provides for ordinary meetings on a monthly or bimonthly basis, in addition to extraordinary meetings when the urgency of the matters to be processed so requires. In 2022, OEC-BD held 28 meetings - 11 regular and 17 extraordinary, in which 30 Proposals for Deliberation were appreciated.

| 2-16 | 2-17 |



The project, developed and implemented by the Novonor Group, aims to provide more integration, agility, efficiency, and security to the **controlled** business processes, strengthening synergies and expanding competitiveness. Implemented in a modular and joint manner, Integra intends to adapt the operational model, adding value to management without relinquishing the authority and autonomy of each business.

With the exception of Braskem and Ocyan.

The work, referenced by an extensive diagnosis, is operated with the support of expert partners that confer even greater formalism and assertiveness to the measures adopted.

In 2022, Integra offered elements that defined the repositioning of important directorships that provide support to the executive leadership. These now shared directorships, or Business Support areas, guide conduct at Novonor and OEC regarding People and Planning, Communication and Marketing, Institutional Relations, and ESG practices. During the period, the new format of the OIS, or Our Integrated Services, was also defined. Centralized in the OEC, OIS will concentrate the provision of services to support business processes that intensely use information technology, until now performed by structures within each company.

Executive Leadership

| 2-9 | 2-13 | 2-24 | 3-3 |

OEC continues to be attentive to the configuration of its macro-structure in order to facilitate consistent and appropriate responses and strategies for the new size, ambitions, and perspectives of the business, which stands out for the continued quality of its deliveries, allied to the permanent evolution of its competitiveness and transparency.

In this context, in 2022, OEC-BD unanimously elected Maurício Cruz Lopes as the new Business Leader (BL) - an executive with a 25-year career in the Novonor Group, who began his professional trajectory as an intern at the OEC. It also appointed Maurício Cruz, Lucas Cive, and Rogério Bautista to the company's Statutory Board, these were reelected in early 2023 for a new unified two-year term.

Still in 2022, and already incorporating considerations from the diagnosis conducted in the scope of the Integra Project, the company's macro-structure was adapted aiming at adding more assertiveness and greater value generation to the

execution of the business task. The advice to the BL from the **Business Support Officers** (BSOs), and the leadership of the Superintendent Directors (SD) in the delegated markets, guide the efforts of all people so that the OEC's performance is distinguished by its engineering excellence, as well as by respect and protection of people, everywhere and at all times.

This structure, connected to the operation, customers, and shareholders, added a new directorship, dedicated exclusively to the consistent evolution of the ESG agenda. The ESG BSO, with roles and responsibilities defined in an integrated manner for both the OEC and Novonor, seeks to assure the market and interested parties objectivity in addressing the Group's contributions to sustainable development. Actions already taken in this new context are described throughout this Report, and are especially depicted in the efforts to consolidate the integration of the ESG into the business strategy.

At the OEC, the BSOs occupy a position equivalent to Chief Officers.



Pipeline Executive Committee

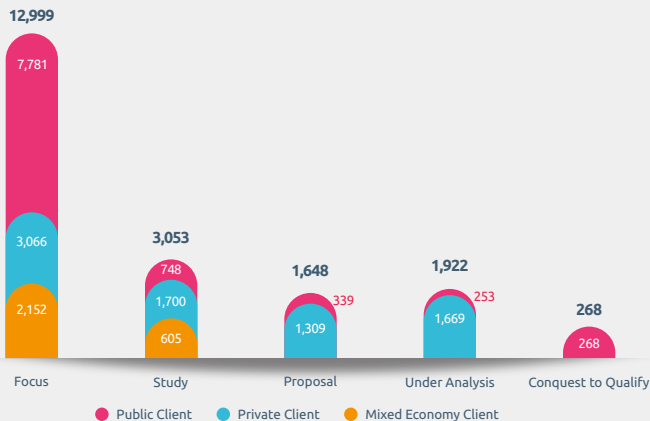
|2-1|3-3|

Reporting to the Business Leader, this Committee analyzes the company's strategies, perspectives, and growth opportunities, contributing to the generation, guidance, and maintenance of a portfolio of quality business opportunities – or pipeline, aligned with the OEC's strategic direction and ambitions.

The observation of integrity and ESG aspects and a more structured perception of the risks associated with the projects, from the prospecting phase to their effective conquest, qualifies the selectivity and performance of the OEC so that the expectations of clients, shareholders, and other stakeholders are met.

This Committee, formalized by the Instruction for Planned Delegation throughout the Entrepreneurship Cycle - an institutional document with mandatory application, is operated to preserve the alignment among the entrepreneurs, ensuring transparency in the conquering process and the compliance with the governance and delegation scopes foreseen in the company.

PIPELINE (US MM)



As of February 2023, OEC's Pipeline Management System counted 184 opportunities totaling US\$19.9 billion, mapped in Brazil (50.5%) and in other markets (49.5%). These projects, of private, public and mixed economy (public-private) origin, are managed according to stages that reflect the maturation of the negotiations already conducted by the company.

The focus projects bring together qualified opportunities of interest that have been mapped out, but are still in preliminary evaluation stages. Those under study, on the other hand, comprise actions to be carried out in the future, not yet linked to formal bidding documents or invitations. The opportunities ascended to the condition of proposal derive from concrete actions of the company in response to bidding edicts, tenders, and invitations that, when under analysis, signal the delivery of the solution suggested by the OEC for clients' evaluation and deliberation. The achievements to be qualified represent the projects whose execution has been assigned to the company, not yet started and in the process of being contracted.



GUIDING DOCUMENTATION | 2-23 | 2-24 |

The guiding documentation, defined and controlled at OEC's executive level, unfolds and details the guidelines and principles set out in the company's Policies. These instructions describe, record, and disseminate decisions, standards, and guidelines that guide the work in the company, ensuring the integrity, legitimacy, uniformity, and traceability of management.

In the period reported here, the efforts to ensure the timeliness and comprehensiveness of the operational instructions produced the issuance or revision of a series of documents dealing with specific matters, with emphasis on 23 guidelines addressing Financial management (8), of People and Organization (4), Integrity (4), Risks and Internal Controls (1), Engineering (1), and Information Technology (4).

Integrity and Risk Management

| 2-23 | 2-24 | 2-25 | 3-3 |



OEC stands out for the effectiveness, autonomy and independence of the performance of the Integrity and Risk Management area, attributing its direct subordination, follow-up and supervision to the Board of Directors, under the leadership of the coordinator of the Integrity and Audit Committee that makes up this body. This configuration ratifies the commitment to ethics, integrity, transparency, and to the improvement of its business and

governance practices - elements that signal its own evolution and contribution to the advancement of the markets in which OEC operates.

OEC Integrity Program, adhering to national and international guidelines and supported by the best global practices and the respect for the law, has mandatory application in all units, processes and locations operated by the company, and is governed

by the Code of Conduct, the **Integrity Policy** and the guidelines that derive from it. Its practice ensures the adoption of integrated, continuous, and permanent measures that, referenced in the pillars of prevention, detection, and remediation of failures and deviations, promote the culture and sustain the company's Code of Conduct, which affirms and legitimizes the OEC's commitment to acting ethically with integrity and transparency.



Access and learn about the contents of the OEC's Integrity Policy and Code of Conduct.

The OEC's commitment lists the 10 principles of fighting and not tolerating corruption in all its forms. The conduct of the business, aligned to Our Culture, therefore, is practiced in a responsible manner in all areas of work, without flexibilization. | 2-15 |

1

Fight and do not tolerate corruption in any of its forms, including extortion and bribery.

2

Say no, firmly and decisively, to business opportunities that conflict with this Commitment.

3

Adopt ethical principles, with integrity and transparency in the relationship with public and private agents.

4

Never invoke cultural or customary market conditions as a justification for improper actions.

5

Ensure transparency in information about OEC, which should be accurate, comprehensive and accessible, and disseminated on a regular basis.

6

Be aware that misconduct, whether by action, omission or complacency, harms society, breaks the law, and destroys the image and reputation of the entire OEC.

7

Ensure the practice of the Integrity Program at the OEC, and throughout the business value chain, always updated with the best references.

8

Contribute individually and collectively to the necessary changes in markets and environments where there may be inducements to misconduct.

9

Incorporate Integrity Program performance assessments into members' Action Programs.

10

Have the conviction that this Commitment will keep us on the path of survival, growth, and perpetuity.



Integrated Risk Management 2022 Risk Matrix

The maintenance of the prevention, detection, and remediation measures, oriented in this Program, is an objective responsibility of the Business Leader. Its practice - attributed to all members, guides the conduct for everyone in the company while influencing business partners and its value chain.

The Integrated Risk Management Policy, on its turn, guides and instrumentalizes the identification, analysis, treatment, communication, and monitoring of the risks that may affect OEC. In the established flow, the eventual activation of a risk triggers the implementation of specific action plans that will be monitored by the company's Internal Controls and Risk Management areas.

The full adoption of the guidelines of this Policy for enterprise risk management in 2022, facilitated the maturation of strategies and methodologies. In the period, the follow-up of the assessment of corporate environments and strategic projects installed in four countries, configured 20 risk groups. In 2022, the application of the matrix was expanded and the ESG-related aspects started to be addressed with greater evidence, qualifying its management, results, and recommendations.

GROUPS

Equipment	Image	Compliance	Financial Planning
Liquidity and Credit	Bondholders Agreements	Productivity	Innovation
Business Environment	Human Resources	Certifications	Corruption and Fraud
Technical Qualification	Legal Litigation	Planning and People Management	Institutional Environment in Priority Markets
Backlog Composition and Coverage	Consistency of Financial Statements	Data Protection	Sustainability

ISO 37001 CERTIFICATION ANTI-BRIBERY MANAGEMENT



Drafted by 120 experts from 36 countries that are signatories to the International Organization for Standardization (ISO), 37001 specifies requirements and provides guidance for implementing, maintaining, critically reviewing, and continuously improving anti-bribery management systems.

In 2021, OEC became one of the first companies in the infrastructure sector in Brazil to achieve ISO 37001 certification and, as early as 2022, after an extensive independent auditing process, it expanded its certified scope to include its international operation.

The certificate, which is valid for three years, attests to the management and operation of OEC's Integrity and Risk Management Programs, highlighting, according to the certifier's report, the ethical performance and the fight against corruption, bribery, money laundering and anti-competition practices, in the public or private sphere, both in operations in Brazil and abroad, in activities of management, design, procurement, construction, assembly, commissioning, start-up, technical assistance and maintenance in industrial, oil & gas and pipeline works, petrochemical, mining, energy (hydro power plants, thermal power plants, transmission lines and substations), infrastructure (sanitation, irrigation, road works, highways, railroads, tunnels, bridges, and viaducts), ports and dredging, airports, subways, BRTs, and buildings, including hospitals.

Performance

| 205-1 | 205-2 | 308-1 | 308-2 |
| 404-1 | 408-1 | 409-1 | 414-1 | 414-2 |

The timeliness, consistency, objectivity and efficiency in monitoring and analyzing the performance of OEC's Integrity Program are made possible by the standardization of controls and the adoption of global application platforms that contribute to the improvement of the installed processes. This performance, evaluated by OEC-BD's Audit and Integrity Committee, is systematically presented to business stakeholders, with emphasis on the timeliness and comprehensiveness facilitated by interactions on the company's social networks.



The pillars of the Program, as recommended in the most complete compliance models, are about:

- Independence and autonomy of the Integrity and Risk Management and Internal Audit areas.
- Issuing of clear, comprehensive policies and guidelines that are widely communicated and embedded in permanent worker training routines.
- Regular risk analyses to guide the actions and concentrations of the Integrity Program.
- Continuous monitoring of identified risks and adopted controls, based on objective and representative indicators of performance and effectiveness.
- Regular application of internal and third-party due diligence processes and management of the risks identified.
- Adoption of disciplinary and remedial measures when deviations are found.
- Operation of whistleblowing channels made available to all interested parties, in which independence and impartiality in the conduct of investigations is guaranteed.

The performance verified in 2022 highlighted the regularity and materiality of the actions that demonstrate both the comprehensiveness of the controls and the engagement and commitment of everyone in the company.

Due diligence, adopted in all of the company's works and offices, is applied prior to the establishment of any commercial relationship between OEC, its suppliers, service providers, customers, and potential business partners. The due diligence, conditioned to the risk associated with each relationship, is implemented independently by the Integrity area with the support of specialized tools that produce comprehensive, objective and transparent assessments according to technical and professional criteria regarding reputation, experience, quality, compliance, price and financial capacity. In 2022, The OEC produced 10,175 commercial due diligences, registered in the VCoM (Vendor Compliance Management System) portal, as determined by the company's specific guideline that regulates this procedure.

The Annual Training Plan, approved by the OEC-BD and implemented at all levels of the organization to ensure the commitment of the members to the Integrity Program, pays special attention to the engagement of top and middle management in key functions. The monitoring of actions in 2022, systematized in the company's e-learning platform,

which includes knowledge assimilation tests, verified the success in the conclusion of the training for 98% of the target group defined for the period, highlighting the engagement of 100% of the leaders involved.

The permanent monitoring of key processes and the evaluation of the maturity of the Integrity Program, conducted by the Core Compliance area, based on standardized tests and data mining, assesses and offers a consolidated view of compliance with OEC policies and guidelines, generating metrics that measure the performance achieved which, among other purposes, influence the analysis of the executives' performance. In 2022, 896 actions were taken to test and verify processes, 659 contracts with third parties were reviewed for integrity requirements - including all active contracts with high-risk third parties, and 274 member hires were analyzed for conflicts of interest. Among other activities, Core Compliance is also responsible for monitoring compliance with the agreements signed by the OEC globally, whose performance is reported monthly to the OEC-BD's Integrity and Audit Committee.

ETHICS LINE CHANNEL | 2-25 | 2-26 | 205-3 | 406-1 |



154
Reports Received
in 2022



50 Unfounded
33 Out of scope

16 Not enough data
16 Under review



39
Proceedings
Related to

Misconduct **67%**
Regulations Violation **18%**
Conflict of Interests **8%**
Irregularity in Internal Processes **5%**
Other **2%**



44
Disciplinary Measures

15 Dismissals
7 Training and Communications
6 Written Warnings
5 Verbal Warnings
5 Process Improvements
4 Supplier Restrictions
2 Obligation Fulfillments

WHAT TO REPORT?



Corruption



Document Fraud or Forgery



Theft or Robbery



Anti-competitive Practices



Sexual Harassment



Moral Harassment



Discrimination



Deviations of Conduct



Violations of Applicable Laws



Violations of Policies, Guidelines, Standards, and Procedures



Information Leaks



Conflict of Interest

The OEC Ethics Line Channel, an instrument dedicated to receiving reports and allegations of inappropriate behavior and violations of company policies, guidelines and standards, as well as legislation, made available in all operations, is managed confidentially and independently, in which the option of anonymity is assured and all claims are investigated confidentially and impartially, with the guarantee of non-retaliation against the reporter in good faith. In 2022, 154 reports were registered in this Channel, which, after being investigated, confirmed 39 cases as valid, and 44 remediation actions were taken – among which five process improvements, two obligations, seven training and communication actions, 11 warnings, 15 dismissals, and four supplier restrictions.



If you wish to file a complaint about the practices of the OEC, its members or representatives, please [go to](#).

Your anonymity - if desired and the guarantee of non-retaliation, as well as the protection of the information reported and any personal data provided are assured by OEC, which will handle these elements in accordance with current and applicable legislation.

MONITORING AND RECONCILIATION

| 2-27 | 205-3 | 206-1 |

The internal controls implemented at OEC have been systematically tested in recent years by numerous internal and external agents, resulting in the confirmations that materialized the reconciliation of the processes in which the company was involved.

Still in 2020, the normality and completeness of the Integrity Program was demonstrated as a result of independent monitoring conducted by the U.S. Department of Justice (DoJ) and the Brazilian Federal Prosecutor's Office, being submitted in 2021 to a new review cycle under the agreements signed with the World Bank and Inter-American Development Bank. In this evaluation, the report not only reinforced the successful ends of DoJ agreement monitoring, but also attested that OEC Integrity Program meets all the compliance guidelines of these international banks.

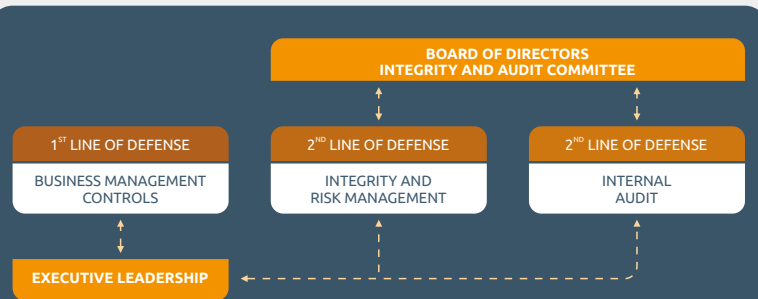
Already in 2022, Brazil's Office of the Comptroller General ended the ostensible monitoring of OEC's Integrity Program, conferring status of full compliance with the integrity commitments i made in the Leniency Agreement signed in 2018, results that make it unquestionable the company's readiness to move forward, on solid ethical foundations, which guide its business and positively influence the markets in which OEC is inserted.



The accomplishment of the Internal Audit Program implemented by OEC, was recognized by the Institute of Internal Auditors (IIA - Brazil) during the month-long campaign to raise awareness of the role of internal auditing in companies. For this recognition, OEC received the IIA May Brazil seal 2022.



The Seal awarded in 2022 to OEC by the Federal Government in Brazil recognizes the company's commitment to transforming the infrastructure sector, prioritizing transparency and ethics in business and in relations with all stakeholders, adding even more credibility to the OEC brand in its market.



Internal Audit | 205-1 |

The OEC Audit Program – led by the Internal Audit Officer, approved and evaluated directly by OEC-BD, has become a third line of defense for the Integrity Program. Based on a systematic and disciplined approach to evaluate the effectiveness of management processes, controls, and risk governance, it adds value to corporate security by offering analysis and advice, providing timely information on opportunities to maximize results and improve installed processes.

In 2022, efforts are centered on the evaluation of four relevant contracts and the assessment in the corporate procurement area located in South Africa. It also followed up on the work of the certifying entity during the maintenance of the ISO 37001 Certificate in Brazil and its extension to the international environment, and continued the monthly monitoring of the 14 indicators that verify the regularity and evaluate the adherence of the processes and transactions carried out to the policies and guidelines of OEC, reviewing 2,685 records with the addressing of 61 action plans for adjustments.



Economic Performance



OEC

Annual Report | 2022-23

Economic Performance

|2-1|3-3|

OEC's performance commitment, dedicated to the replacement of qualified backlog, with a geographic, differentiated, selective, and strategic focus, and the resumption of investments in infrastructure – an expected and necessary movement for the economic recovery in the post-pandemic period, position a new moment in the **company**.

In this context, the results of the renewal and equating of its structure, the resolution of litigations and liabilities, the solidity and comprehensiveness of its Integrity and Sustainability Programs, the timeliness of its Diversity and Inclusion and Innovation agendas, in addition to the technical competence of its engineering, as well as the experience and resilience acquired in almost eight decades of operation, distinguish OEC in its markets, a condition that is reflected in the performance reported here.



Learn more about OEC's performance and see the company's Financial Statements in the area dedicated to investors, [access](#).

Results

The backlog consolidated by OEC at the end of 2022, R\$16.796 billion – 9% higher than the previous year if the effects of exchange rate fluctuation are isolated, 68% contracted abroad, underlines the advances in the company's international operation. In this result, the addition of R\$ 6.225 billion stands out the achievements in Brazil, Angola, Peru, and the United States. The segments of transportation, energy, platforms, refineries, and industrial plants remained prevalent in the portfolio, corresponding to about 71.3% of the projects. In the period, 32% of ongoing contracts were with private customers.

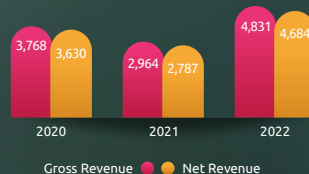
BACKLOG



The net revenue registered, R\$ 4.684 billion, 65% higher than the consolidated revenue in 2021, results from the production of the period marked by important deliveries and the good performance of the Naval Base Shipyard Project, in Brazil, the Cabinda Refinery and the Barra do Dande Ocean Terminal, in Angola, as well as the increase in the scope of the services contracted in Peru.

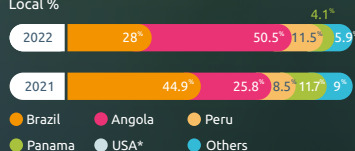
REVENUES

R\$ million



NET REVENUE

Local %



*US corresponding to 0.01% in 2022 and 0.1% in 2021



EBITDA – an index that signals a company's earnings before interest and taxes, depreciation, and amortization, calculated by OEC in 2022 reflects the advances of the operation in which stands out a gross profit of R\$ 822 million and a gross margin of 17.5% in the year. Among the general and net administrative expenses, in the amount of R\$ 533 million, distinguish the portion related to payroll (R\$ 393 million) and the provisions for losses with receivables and other reversals of provisions R\$ 140 million).

EBITDA R\$ MILLION

	2021	2022
Consolidated Net Loss	(12,888)	79
Net Income from Discontinued Operations	(338)	(728)
Income Tax and Social Contribution	(423)	378
Net Financial Effects	13,233	205
Equity Effects	300	355
Depreciation and Amortization	82	68
EBITDA	(34)	357
Non-recurring Effects		106
Adjusted EBITDA	(34)	463
Net Revenue	2,787	4,684
Adjusted EBITDA Margin	-1.2%	9.9%



Regarding the statement of added value, which represents the wealth distributed by a company, consolidated on an accrual basis, the results signal that the resources distributed by OEC in 2022, to a large extent, were again used to pay salaries and benefits to employees and to pay for services and inputs purchased from third parties.

STATEMENT OF ADDED VALUE R\$ THOUSAND

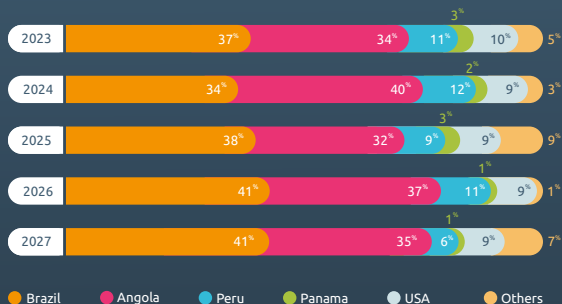
| 201-1 | 203-2 | 204-2 |

	2021	2022
Direct Economic Value Generated		
Gross Revenue	2,964,112	4,831,052
Added Value Received in Transfer	1,856,965	1,515,863
Distributed Economic Value		
Employee Wages and Benefits	981,113	1,163,325
Services and Inputs Acquired from Third Parties	2,333,865	3,707,683
Dividends Paid to Shareholders	0	0
Third-Party Capital Remuneration	14,472,237	759,271
Taxes, Fees and Contributions to Governments	(77,965)	637,556
Net Income (Loss) for the Year	(12,888,173)	79,100

Perspectives

The replacement of qualified backlog, a commitment on which the company is diligently working, will reinforce the business's growth trajectory and provide legitimate opportunities for effective OEC contributions to the success of its customers and the development of the locations that will receive these operations.

OPPORTUNITIES 2022 - 2027



By the end of 2022, OEC was studying opportunities with the potential to add investments of US\$10.2 billion by the year 2027. The analysis of this scenario predicts the achievement, in 2027, of a qualified backlog of about US\$4.3 billion, a growth of 34% compared to the 2022 backlog volume of US\$3.2 billion.

In 2023, as well as in the trajectory that lies ahead, the growth expected by OEC will continue to be underpinned by management discipline and assurance of its financial health, as well as by the strengthening of its ESG practices, elements included in its development strategy and commitments made by the company to its stakeholders.





OEC

People

OEC Annual Report | 2022-23

People

| 2-23 | 2-24 | 3-3 |

The human capital, represented by the knowledge, skills, and experience of people, plays a fundamental role in the success and growth of a business. An organization's ability to adapt to change, its competitiveness, and its contribution to value creation are directly related to this capital, which at OEC combines the experience and wisdom of mature professionals with the strength and talent of new generations, facilitating the collaboration needed for the successful execution of projects.

By focusing on people, OEC consolidates the alignment that distinguishes its practice, promotes the inclusion, development, security, and well-being of a talented, innovative, and committed workforce in which a variety of perspectives and experiences facilitate better decisions.

This agenda, evidenced by OEC's material topics and ratified in the update of its People Policy, has its outline expanded and highlights the attention and ambition of the business that, operating globally, sees itself and acts as a local company, diverse and inclusive, adaptable, creative and aligned to people's needs, dedicated to building clients' dreams and contributing to the sustainable development of the places that host its operations.



Members Profiles

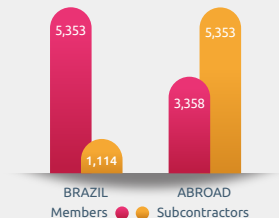
| 2-1 | 2-7 | 2-8 | 405-1 |

The dedication of more than 15,000 employees and contractors made important deliveries concrete and provided the sequence of conquests obtained by OEC during the period reported here.

The headcount recorded at the end of 2022 reproduces the features of a portfolio then characterized by the completion of large projects, in which a relevant set of works was nearing end. This condition, associated with the characteristics of the ongoing projects, contributed to a greater participation of subcontracted workers, which, in 2022, corresponded to 43% of the total workforce - mobilized, to a large extent, in works abroad (83%).

TOTAL HEADCOUNT

Location of Operation



The effort of the subcontracted professionals was essential to guarantee the quality, safety, and compliance with project deadlines. Thus, OEC is grateful for this dedication and proud to contribute to the generation of employment and income in the communities that received its operations, not only through the opportunities offered to its members, but also by generating these indirect jobs.

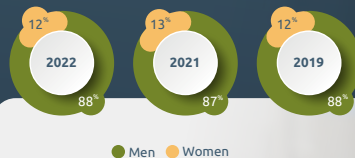
The profile of the company's own employees, OEC members, monitored in a more detailed manner, brings the marks of the transformations that have branded a new company - renewed, plural, and attentive to the need to keep progressing to better serve its clients, influencing the evolution of its market while offering consistent and lasting contributions to the promotion of sustainable development.

In the last three-year period, the ratio between men and women has remained stable, with female participation oscillating between 13% and 12%. The measured index, still modest if compared to other market segments, denotes a better result than the sector's average (when compared to the

perspective of its industry), which, in Brazil, registered 10.8% of women in the construction segment.

In 2022, women accounted for 24% of people with disabilities, 39% of trainees and 50% of young apprentices hired by the OEC, and among the internships, they occupied 44% of the scholarships in force - already noticeable reflections of the gender inclusion agenda, detailed later in this chapter.

MEMBERS Evolution of Workforce by Biological Sex



In Brazil, the information Panel of the Annual Social Information Report (RAIS) of the Ministry of Labor and Social Security, in 2021 - the most recent period published, points out that women represented 10.8% of the labor force in the construction sector.



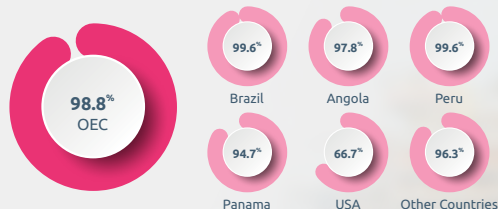
By the end of 2022, 5,535 members were working in 12 Brazilian states - mainly in Rio de Janeiro (37%) and Rio Grande do Sul (19%). The mobilization abroad engaged 3,358 members in 10 countries, with Angola (49%) and Peru (23%) standing out.

In this Report, as part of its commitment to transparency, for the first time the company details the composition of the members, evidencing the engagement of the local workforce. By 2022, 98.8% of OEC members had been recruited locally. The result, celebrated by the company, expresses the priority and commitment given to people engagement and professional development, and legitimizes the aptitude and efforts of OEC, which aims to be recognized as a local company everywhere it operates.

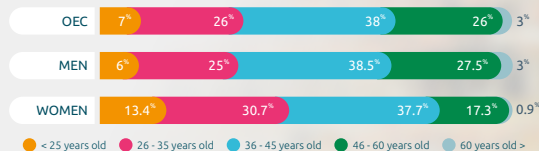
In 2022, people under 35 years old represented 35% of the OEC's workforce, an even more relevant gap among women, who in this age group accounted for 44% of the company's employees.

The length of employment, once again, highlighted a significant portion of members hired for less than two years (44%), reflecting the works portfolio renewal, a consequence of the important mobilizations carried out in Brazil and in Angola. Another particularity already noticed in the previous cycle, shows the permanence of women in the company since 23% of the workers had more than 10 years dedicated to OEC - a much higher result if compared to the same interval among men (13%). | 202-2 | 405-1 |

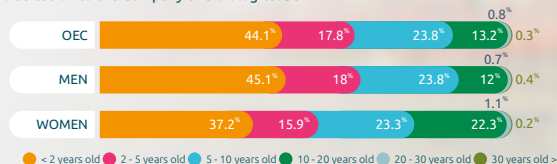
MEMBERS 2022 Birthplace



MEMBERS 2022 Age Group and Biological Sex



MEMBERS 2022 Dedication to the Company and Biological Sex



OEC understands that it is people who shape the identity of a company, and as it could not be otherwise, the company is connected to and influenced by the story of the people who work there. In the period reported here, 28 men and two women had more than 30 years of dedicated work for the company - the OEC recognizes the merit, dedication, resilience, and tenacity of these life and career stories, and fondly honors and thanks each worker for their vibrant trajectory.

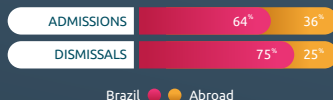


"For 32 years I have been very grateful for the opportunity to work in different countries, learn about cultures and make lasting friendships, but at the same time preserve my Family. It was a great challenge, however OEC always supported me in this journey, valuing my work and respecting my personal life. It is a privilege to work in a company that cares about its members this way."

Sergio Alexandre Gomes, 56 years old, happily married to Silvana for 25 years and father of Victória Helena and Luiza

In 2022, as a result of the portfolio variation (deliveries and conquests), there were 7,626 admissions and 9,061 dismissals, with a highlight for the dynamics in Brazil, responsible for 70% of the movements registered.

2022 MEMBERS MOVEMENT



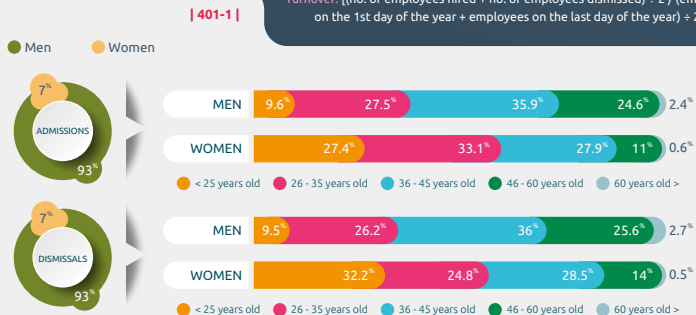
The profile of hires and terminations was equivalent between men (93%) and women (7%). The engagement of people up to 35 years old corresponded to 44% of the total number of hires, highlighting the recruitment of women in this age group - 60% of the female workers hired. Terminations, on the other hand, were more prevalent among men, especially among workers between the ages of 36 and 45. These rates are reflected in the turnover rates, which are more significant in Brazil and among the male workforce. The evaluation of turnover based on time of employment, in turn, shows advances in the stability and retention of workers, especially after the fifth year of employment.

Members Turnover		Biological Sex and Region 2022		
		OEC	Brazil	Abroad
Men	86.76	61.39	25.37	
Women	6.43	3.89	3.89	

Members Turnover		Biological Sex and Age Group 2022				
		> 25 years old	26-35 years old	36-45 years old	46-60 years old	60 years old >
Men	8.25	23.25	31.20	21.82	2.23	
Women	1.93	1.85	1.82	0.81	0.03	

Members Turnover		Biological Sex and Working Time 2022					
		> 2 years old	2-5 years old	5-10 years old	10-20 years old	20-30 years old	30 years old >
Men	62.83	10.12	9.81	3.62	0.31	0.07	
Women	5.00	0.55	0.59	0.25	0.03	0.01	

Turnover: [(no. of employees hired + no. of employees dismissed) ÷ 2 / (employees on the 1st day of the year + employees on the last day of the year) ÷ 2] x 100



| 202-2 |

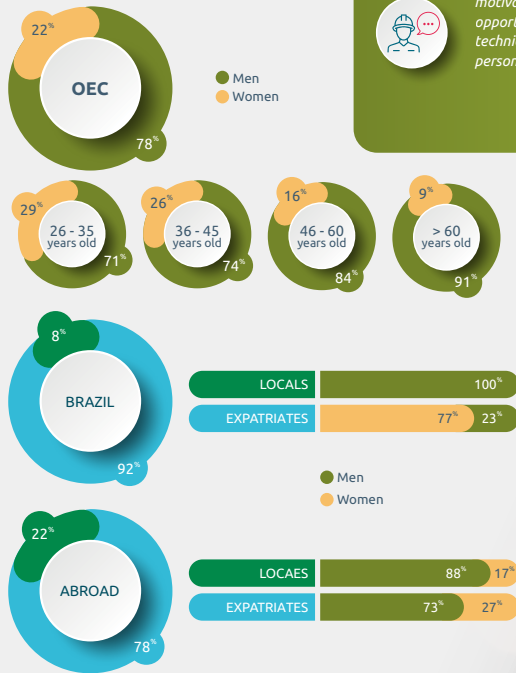
The internal movements that signal the results of the development programs and evaluation of people at OEC, in 2022, included about 12% of employees in career progression processes. These movements, more prevalent among operational functions (90%), facilitated the promotion of 1,021 people. The development of women, 9% of this contingent, highlights the projection of female workers in administrative and managerial functions, which corresponded to 18% and 14% of the movements in these categories. Another representative index for this analysis details the 588 leadership positions in the company (7% of the total workforce). Among the **leaders**, 22% are women, who are significantly represented in the 26 to 35 year-old ranges, as well as in the 36 to 45 year-old ranges, corresponding to 29% and 26% of the leaders of these generations.

The **local leaders** make up 86% of the leadership in the company, especially in Brazil, where 92% of these positions are held by Brazilians. In the country, 23% of the leadership is made up of women and only male leaders have been recruited externally. Abroad, meanwhile, women account for 27% of local leadership positions and 12% of the recruitment occurred among expatriate public.

It considers the top leadership (Business Leader, BSOs, Superintendent Directors, and Contract Directors), management, and operational and support coordination.

Natural or naturalized persons in the country in which they work.

LEADERS 2022
Total



"We are a company that is concerned in balancing work and the lives of its members, in order to promote a healthy and balanced environment, beneficial to workers who are engaged and motivated to do their best. I have been working at OEC in Angola for 19 years, where I had the opportunity to work on challenging projects that improve my growth and the progress of my technical skills. An experience that allows me to say that it is possible to integrate work and personal life, that has enabled me to take care of my family and my children."

Jacob Abreu Sacanhina, is 38 years old, Angolan, engineer, married, and parent of two children



Diversity and Inclusion

| 2-23 | 2-24 | 3-3 |

The OEC's Diversity and Inclusion (D&I) Policy, published in 2021, and the prominence given to this agenda in the Materiality Matrix revised in 2022, showed the strength of the company's commitment to establishing diverse and inclusive work environments, in which respect for differences and the valuation of human rights are recognized as factors of innovation, productivity, and results. Therefore, the insertion of this agenda into the business strategy and the governance assigned resulted in an extensive work plan that involves teams, processes, operations, and relationships in a transversal manner, for the consolidation of the company's new positioning on these topics.

In this journey, OEC details concepts and approaches, identifies opportunities and demands, and establishes commitments and priorities associated with the selection and development of people, the promotion of a sense of belonging, and the role of leadership in building diverse spaces where all people are valued and can express their identity.



In the period covered in this Report, the involvement of multidisciplinary teams, the evaluation of leaderships, and, mainly, the engagement and listening of minority groups, resulted in the set of priority actions for the 2022/23 biennium, as described below:

- **Workshops directed to the top leadership** sought to broaden the understanding of this group (87% male) about D&I, provoking the genuine insertion of these issues in strategic discussions in the business.
- **Managerial Seminars** promoted the inclusive conduct of 350 company managers with an emphasis on the integration and career of workers with disabilities.
- **Focus Groups** set up to capture the personal impressions and stories of women from various hierarchical levels and performance profiles, provided relevant elements for planning the inclusion of gender - a priority of the company's D&I program.
- **Messages from top leadership and informational content** are shared extensively and on an ongoing basis promoting people's engagement and awareness of D&I.
- The **Diversity & Inclusion Committee**, composed of 12 leaders representing the gender, cultural,

ethnic and social diversity of the company, is responsible for contributing to and deliberating on the direction of OEC on these agendas, evaluating the results of the D&I program in order to clearly demonstrate its impact on management. At three ordinary meetings, matters associated with the D&I Policy and Gender Equity Plan were evaluated, as well as the strategies, goals, and actions planned for strategic planning in 2023.

- The **Facility Guide** (under development) notes the concerns and suggestions gathered from the Focus Groups, as well as other research and observations made by the company. When finalized, it will provide guidance on the physical structure - including access, equipment, and furniture - of the offices, lodgings, toilets and dressing rooms, outpatient clinics, social assistance services, recreation areas, and living spaces, increasing accessibility and people's belonging.
- The **Inclusive Recruitment and Selection Guide** (under development) provides guidance on the

adoption of an inclusive approach already in the opening of job opportunities, instructs on the neutralization of resumes and alerts as to the deconstruction of unconscious biases during the screening of candidates, scripts the interviews by competencies and instructs the human resources teams and leaders involved in these processes, as well as standardizing the feedback to people who applied to work. When completed, it will also contribute to the redesign of company's professional social media pages.

- **Global Campaigns** launched in April 2023 instruct and provoke people to confront sexism, harassment, and all other forms of violence against women.
- **Kit Baby OEC** materializes the welcoming and recognition of the important social role, equally, of both father and mother members by sending a special message upon the arrival of a new baby in the family, regardless of its conformation. The action underway in the offices is being implemented in the company's construction sites.

- Welcoming male and female workers who become mothers and fathers will be made easier by the additional attention that will be devoted to monitoring people's return and stay after **maternity and paternity leave**. In 2022, 70% of the licenses issued (37 registrations) were requested by women mobilized in Brazil, Peru and Angola.
- The elaboration of a primer for the standardization of **Inclusive Communication** is under development, with emphasis on its unfolding in the work environment.
- **Diversity Research** (with the support of a specialized external partnership), still in 2023, the methodology will be defined for the first survey that will map the representativeness of the main social markers and other demographic indicators among the members of all OEC operations.
- Increase of company's **engagement and participation** in D&I forums, as well as with renowned institutions in these guidelines.

| 401-3 |

PEOPLE WORKING

In 2022, OEC brought a new contour to the diversity and inclusion agenda which, among a series of actions, proposed adjustments in the way the company communicates its activities internally and externally. The inclusive language, whose adoption is still ongoing, has innovated by transforming one of the most iconic messages of the construction industry. At OEC the warning that there are "PEOPLE WORKING" was greeted with enthusiasm by the teams at the Works.

When you see this message, have no doubt, you are in front of an OEC work or office.



Development, Compensation and Benefits

| 404-2 | 404-3 |

DEVELOPMENT

In 2022, the training and development of employees remained focused on promoting the technical and behavioral skills required to meet the challenges and performance standards assumed by the company.

This agenda was expanded by the adoption of digital tools and new methodologies, and was guided by the commitment and pact of the Action Program (PA) that, in a structured and planned way, associates professional challenges with personal training goals of the members to the results expected by the business. In 2022, the digital registration of the PA pact - which adds transparency and legitimizes the standardized evaluation flow in the company, was successfully completed by 93% of the eligible audience, which comprises the leadership (at all levels), the specialists, support professionals, and those with other functions understood as strategic. The performance evaluation of the results defined in that cycle, still in progress at the time of this Report release, was already formalized in 64% of the pact PAs.

The actions to engage and train young people, as well as a series of initiatives aimed at raising awareness and developing leaderships have gained even greater relevance on company's agenda for 2022.

The Vacation Internship Program, which in eleven editions mobilized more than 300 thousand applicants, has evolved to generate opportunities, permanence, and the consequent development of a larger number of young professionals. In 2022, OEC's regular internship module received more than 1,400 applications that resulted in the engagement of young students of engineering, administration, architecture, information systems, accounting and communication sciences (35% women) in construction sites in the states of Bahia, Rio de Janeiro and Paraná, as well as in the company's headquarters in São Paulo. The Tenenge Trainee Program (a subsidiary of OEC dedicated to the industrial engineering market) mobilized about 1,500 recently graduated professionals for opportunities to experience and work on construction sites in the states of Bahia, Rio de Janeiro, São Paulo, Santa Catarina, and Rio Grande do Sul.



"I joined OEC when I was only 20 years old and slowly discovered that I could achieve much more than I imagined. Today, 12 years later, I am thrilled to realize how much I was able to evolve as a person and as a professional, and how much the values and lessons I learned are part of my life. I participated as a "Jobber" in the first OEC Job class and, in partnership with my leader, I was a mentor for the second cycle. Having the view from both sides in such a short time was amazing. The experience has brought everyone a closer look at how we can grow and contribute."

Jessica Xavier is an engineer and works in the knowledge management nucleus at the OEC.



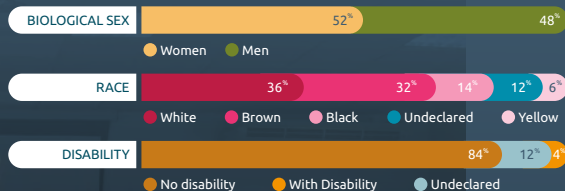
OEC Job

| 404-2 | 404-3 |

The OEC Job, launched in 2021, updated the approach adopted and expanded the company's attention to the development of young talent, bringing new elements and even greater success to this agenda, one of the hallmarks of the company's people management strategy. The development and consolidation of the competencies required by OEC, the objectives of the Job, accelerate the training of future leaders and professional specialists, facilitating the succession process in the company. The reinforcement of the business culture and the incentive to the adoption of multidisciplinary perspectives, approached in the program, stimulate

creativity and innovation, at the same time that arouse the attention of young people to other demands, besides the business.

OEC JOB 2022



The module performed in 2022, engaged 50 selected young people in Brazil, Peru, Panama, and Angola and, for the first time, had a female majority, ratifying the transversality of the inclusion agenda at OEC. In this edition, two problem-solving mentorships and 39 classes guided by 38 internal and 2 external instructors directed learning linked to engineering and to the other specificities required to manage a large infrastructure and industrial assembly enterprise. At the end of the program, the "jobbers" were again provoked to collectively build projects to solve real problems faced at the construction sites. The highest rated project in the presentation to OEC's top leadership proposed measures to increase accessibility on construction sites, attesting the new generation of leaders' sensitivity to the rights of people with disabilities and to the usability of spaces for people with all types of characteristics.



"I was 18 years old and even though I had no work experience, I was hired by OEC after leaving my resume at the door of the construction site. That day began my professional trajectory and my love affair with engineering. Being a woman and young, I have always received encouragement from colleagues and support from leaders. At OEC, I graduated as a building technician and later as an engineer and became a mother. When I already felt fulfilled professionally, I was invited to the trainee program and to OEC Job, experiences that make it clear that taking care of people will always be our main goal."

Tatiana dos Santos, 30 years old, is an engineer and mother of Lino

Still from the perspective of the younger public, 2022 was marked by another important recognition: OEC's employer brand was once again distinguished among the most desired companies by engineering students in Brazil. The consultation with 7,400 young people conducted by Universum (a global consulting firm specializing in Employer Branding), positioned the OEC in 18th place, being, as in 2021, the best placed company in the heavy civil construction segment.

As part of the contribution to the members' career progression, in 2022, OEC carried out the first mapping of talents with succession potential encompassing all managerial and executive positions. The action was implemented globally by engaging the main regional executives and company's top leadership to define pools of successors whose promotion will be planned in an organized manner, with a timeline adjusted to the scenario and opportunities in which stands out the talents identified for management positions in production, construction, and administrative-financial areas.

The learning agenda, in turn, intensified in 2022, focused efforts on leadership development by addressing, as a priority, the improvement of entrepreneurial competencies of great relevance to the business such as innovation, ESG, and diversity. The **Movimenta Program** [It Moves Program], which brings together such initiatives, highlights three main actions:

| 404-2 | 404-3 |

- **Elas Constroem Program** [She Builds Program] – part of OEC's diversity and inclusion strategy, is a mentoring program that targets 25 women aims to accelerate their development by enabling their progression to managerial and executive positions. In addition to mentoring, the women participate in assessments, development workshops, and impact talks.
- **Leadership Workshop** – oriented to the coordinating members, the program, which counts on the support of an external partner specialized in training and developing of leaders, produced learning, especially regarding the recruitment, selection, and engagement of teams, the planning cycle, communication, evaluation, and feedback.
- **Leadership Summit** – in two days, about 250 leaders who occupy strategic positions were engaged in a cycle of testimonials that shared learning and presented relevant content related to leadership, productivity, client's satisfaction, diversity, and ESG. The events were attended by OEC's top management, especially the Business Leader and the Chairman of OEC's Board of Directors, external specialists, and the Sustainability Director of Braskem, a Novonor Group company.



OEC TALKS

In 2022, OEC continued the OEC Talks, a moment of dialogue that connects the top leadership to the members. As part of the day-to-day operations, the conversations are broadcast live and have simultaneous translation to ensure access and understanding for everyone at OEC.

In that year and already in the first months of 2023, two Talks led by the Business Leader, Mauricio Cruz, shared the performance analysis, as relevant elements of the business strategy and perspectives in a clear and consistent way. The events engaged more than 1,500 members, reiterating the role of leadership as a promoter of motivation and alignment of all for the continuous evolution of conduct to the purposes and objectives of the company.

COMPENSATION AND BENEFITS

[2-19 | 2-21 | 2-30 | 201-3 | 202-1 | 401-2]

At OEC, compensation is understood as an essential component of the partnership between people and the company, in convergence with what the business culture and policies prescribe. The dissemination and application with transparency of the concepts that guide the compensation practices and the dialogue between leaders and teams on this topic provides the alignment between the company's goals and the expectations of each member, contributing to result generation, reduction of vulnerabilities, talent retention, and productivity.

In 2022, the issuing of OEC's Remuneration Guideline has brought even more objectivity and clarity to this management, ensuring that all activities are based on identical parameters for the recruitment, selection, remuneration setting, and evaluation of men and women working in the same professional category, sharing skills, maturity, and challenges. This Guideline, objectively, makes it explicit that in the company, under no circumstances will aspects related to race, color, gender, language, religion, political positioning, sexual or other orientation, social origin, or birth condition be considered as parameters to discern the members.

The allocation of compensation and benefits considers market information - obtained from specific surveys conducted in the locations where the company operates, local collective agreements, and internal OEC references. The compensation of

the top management is defined and approved by the Board of Directors.

The total compensation is made up by the monthly withdrawal (the base salary of the members or the statutory directors' fees), special pay supplements (fixed, transitory additional, applied to mobilizations for work at a location other than the member's home base), short-term incentives (variable portion credited due to the achievement of the results agreed upon in the Action Program, materialized in the participation in profits and results, productivity, bonus or complementary fee), and long-term incentives (equally variable, tied to the creation of value in the long term among members of strategic programs and shareholders).

At OEC, the salary structure is composed of positions classified by grade, with progressive levels of seniority and competencies. The grades, and consequently the job groups, grow from one level to the next according to the members' increased responsibility, scope, impact on results, skills, and knowledge. This framework, applied identically to men and women working in OEC, serves as a reference for the evaluation and career progression processes. In this Report, as part of the effort to evolve in the transparency of the communication of its performance and considering that a significant part of its operation is mobilized in Brazil, OEC has evaluated the proportion of remuneration practiced in the country in 2022, that consolidated a ratio of

105 times between the best paid person and the average income conferred by all other workers. This monitoring, as well as the percentage of increase applied among the different categories and its detailing among female and male workers - not yet reported, will be strengthened making it easier to analyze the evolution of the OEC in these parameters.

The other benefits package offered in the company is structured to ensure the well-being of the people and guarantee company's competitiveness, observing market practices for each functional group, local agreements, and contractual requirements prescribed by the clients. Among the assistance offered in this package, whose application is evaluated in each OEC site and office, are supplementary health and dental care plans, life insurance and complementary insurance, private pension plan, subsidized meals or food subsidy, and basic food basket, among other benefits.

All employees are assured the right to collective association and the agreements derived from this association, when they exist, as well as all applicable legislation, are considered by the company, which acts in accordance with these deliberations. In addition, although OEC is subject to the regulations of the countries in which it operates, its Code of Conduct and the commitments made by its policies guarantee the protection of and respect for internationally recognized human rights.



Workers' Health and Safety

| 2-24 | 3-3 | 403-1 | 403-2 | 403-3 | 403-7 | 408-8 |

At OEC, people's safety and health is a central part of the business strategy that adopts a proactive and comprehensive approach to managing this agenda, considered essential to the company's success.

This certainty, acknowledged and valued in its materiality matrix, incorporates safety into the most relevant decisions and directs action in operations. Its practice, anchored in exhaustive processes of identification and assessment of hazards and risks, provides for the elimination of conditions that can lead to accidents and occupational diseases, as well as allows for assertive planning and the allocation of sufficient resources to ensure compliance, worker engagement, and continuous performance improvement.

The management system that makes this conduct operational, materialized in the company's Integrated Sustainability Program, brings together the procedures, plans, and controls that make safe and appropriate work and living environments possible. Likewise, it groups the instructions that guide the best response in dealing with emergency situations and defines the flows for monitoring, auditing, and critical analysis of the results.

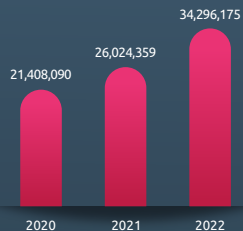
This Program, operated with the formalism required by the OEC's governance system, outlines the roles and responsibilities of all people who share the same commitment: to always evolve toward an accident-free workplace, the highest expression of the OEC's successful performance.



| 403-2 | 403-7 | 403-8 | 403-9 |

In 2022, OEC operations registered important growth (32%), adding up to more than 34 million hours worked. The commitment and dedication of the members and subcontracted workers corresponded, respectively, to 64% and 36% of the efforts employed to make the deliveries of the period possible.

HOURLY WORKED



The services provided by the company impose specific hazards and risks with a wide spectrum of significance. The detailed mapping of the scenarios in which the work takes place and the pragmatism as to the need to rethink engineering, developing physical blockages and other solutions for the mitigation and control of eminent risks in the various stages of the Projects, before the start of activities, are non-negotiable premises that guide the Occupational Health and Safety Programs in all OEC Operations.

The practice resulting from these extensive risk inventories, the preventionist culture that marks the company's performance, the clarity regarding leaders' roles and responsibilities, and the permanent engagement and training of the workers are represented in the downward curve for the third consecutive year, the company celebrates the non-occurrence of serious events in its operations.

In 2022, we were registered 97 outpatient medical attendances, 55 accidents without lost time, and 23 occurrences with lost time. Among these events, three outpatient attendances and six accidents without absence involved company's female workers.

	MEMBER		SUBCONTRACTOR	
Outpatient Medical Attendance	83	3	11	-
Accident Without Lost Time	42	6	7	-
Accident With Lost Time	16	-	7	-

● Men ● Women

Serious events resumes fatalities and total permanent disabilities.

MANAGEMENT SYSTEM | 403-1 |



In the period reported in this Report, OEC's Sustainability Auditing Program ensured the maintenance of ISO 45001 (Occupational Health and Safety Management) certification, in its integral scope that contemplates all the presentation vehicles and services provided by the business.

The Health and Safety management system certification, originally issued in 2002 under OHSAS 18001, was succeeded in 2020 by ISO 45001 - a more current standard that ensures greater correspondence to the other OEC certifications.

Click and get to know the scope and vehicles certified [here](#).



The appreciated rates in this cycle are evidence of the efforts made, signaling important successes. The Lost Time Frequency Rate (LTFR) - one of the main indexes monitored to gauge a company's zeal for protecting people, relates accidents with restriction or absence from work and serious events to the hours worked. In 2022, even though OEC registered an increase in the hours of exposure to risk, the LTFR recorded a result 30% lower than the

previous year - better than the performance target set for 2022 (1.10), significant when observed in its own historical series and that surpasses relevant benchmarks in the infrastructure and industrial assembly sectors. In this performance, we highlight the practice of 14 Units that summed more than 20 million hours worked (60% of the total portfolio) without the occurrence of accidents with absence.

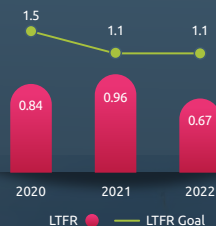
The analysis of the accident rate of a business, in addition to the consideration of the LTFR, requires that other indexes such as the Total Frequency Rates (TFR) and the Lost Days Severity Rate (LDSR) are also observed, indicators historically monitored at OEC.

The TFR, by relating all accidents – with and without absence, to the hours worked, is an

important indicator of the performance of prevention measures, since it is known that the probability of having severe events can be defined by the occurrence of events of lesser magnitude. The LDSR, on the other hand, which correlates the time lost to accidents, qualifies the analysis of the consequences of occurrences with lost time.

| 403-9 |

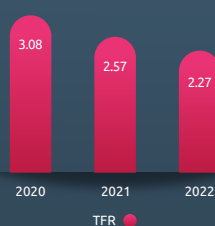
LTFR TOTAL



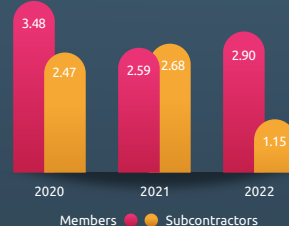
LTFR WORK BOND



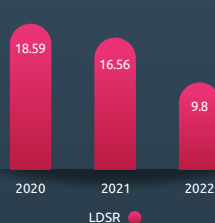
TFR TOTAL



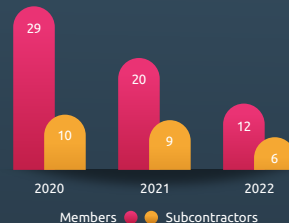
TFR WORK BOND



LDSR TOTAL



LDSR WORK BOND



LTFR = (accidents with absence + serious events) / 1,000,000 / hours worked

TFR = (accidents without absence + accidents with absence + serious events) * 1,000,000 / hours worked

LDSR = number of lost days * 1,000,000 / hours worked

References: Construction Industry Institute (USA) and the Brazilian Association of Industrial Engineering (Brazil).



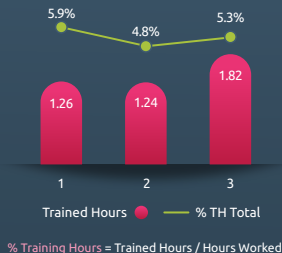
| 2-30 | 403-6 | 403-9 | 403-5 | 403-10 | 404-1 | 410-1 |

In 2022, the analysis of the results of the TFR - which has been raised as a target for the company's performance in 2023, and the LDSR, confirm the evolution of the journey and reiterate the motivations and ambition of OEC to seek zero accident conditions in its operations.

In this journey, the engagement and training of workers are priorities that support the legitimacy and comprehensiveness of the prevention strategy applied. In 2022, the hours of training produced in the sustainability program modules grew again – an expected post-pandemic response, corresponding to 5.3% of the total hours worked in the company's construction sites and offices. Such volume of hours, if monetized, corresponds to more than **R\$ 70 million** invested by the company for the consolidation of its sustainability practices and culture.

The hours related to work safety and occupational health programs, 2.2% if compared to the total hours worked, specifically, exceeded the minimum benchmark set as the target for the year (1.75%), stimulating the adoption of a new target in 2023 (1.90%).

% TRAINING HOURS

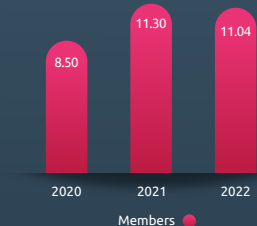


Even though the infrastructure sector monitors its workers' training in terms of the % of hours trained vs. hours worked – a rationale that stems from the turnover of the workforce in this segment, and noting that the training is defined considering the dangers and risks of each function which may require more exhaustive routines for duties with a higher degree of risk, considering that the GRI measures the average number of training hours per employee, as part of OEC's commitment to present a correspondence between its management indicators and the reporting standard, in 2022, this index was 119 hours among team members and 126 hours among subcontractors.

The monetization considers the average cost of the hour worked remunerated by the OEC in 2022. The cost of the hour worked abroad, consolidated in American Dollars, was converted to Brazilian Real at the exchange rate of December 30th, 2022 (US\$ 1.00 = R\$ 5.22).

The 2022 agenda for individual and collective health promotion concentrated its efforts in the sense of maintaining attention to the protocols for fighting COVID-19, intensifying actions to encourage vaccination for all members – in a year still uncertain about the pandemic, as well as being dedicated to conducting audits to evaluate the compliance of the occupational health program. In that year, the actions for the promotion of integral health care for people, considering their physical and mental well-being, were also intensified, including through educational campaigns engaging the workers and their families.

NON-OCCUPATIONAL ABSENTEEISM



Non-occupational absenteeism = (hours lost to non-occupational causes* 1,000) / hours worked

In 2022, even though only one occurrence of occupational disease was recorded, non-occupational absenteeism – monitored only among participants, remained high. The result, still largely affected by repercussions of the pandemic, has prompted more detailed analysis, the output of which will support the calibration of new and improved actions for health management in operations.

During the year, OEC continued its actions of integral attention to people's health and well-being. So, besides promoting vaccination – especially COVID-19 and Influenza, events were held to stimulate reflections and the adoption of healthier habits, among which are orientations about food, oral health, diabetes, women's and men's health, and the promotion of emotional well-being.

In the period, the mobilization of more than 240 professionals - 25% women, the investments made to leverage the management of occupational health and safety - more than R\$64 million, and the guarantee that 100% of the workers are represented by formal joint management committees, show the priority and scope of these programs in the company, fronts that get stronger as the company evolves, observing with priority the duty to ensure the care of people in the exercise of their work and in the condition of living together with its operations.

INNOVATION

| 404-1 |

The OEC's work with innovation startups, presented in a specific section of this Report, led to the repositioning of the development and implementation plan for the Sustainability Suite, which brings together applications developed by OEC so that relevant information from field controls can be managed more efficiently.

The apps already developed for the Daily Sustainability Dialogues, Service Inspections, and for the potential Safety Deviations management, and others whose development is scheduled for 2023, will be incorporated into a broader agenda of collective construction that aims to expand the effectiveness and contribution of these tools to provide current and accurate information, essential for the timely calibration of sustainability programs.



TRAINING AND DEVELOPMENT

The search for permanent performance evolution and the commitment to eradicate work accidents motivated the implementation of the second Practical Training Center in Health, and Safety at Work, and Environment (PTC) of TENENGE, an OEC subsidiary company.

The CTP of the operations base in Camaçari (Bahia), as in the first unit installed in Rio Grande do Sul, from practical scenarios that simulate the critical activities and the controls and procedures of the Integrated Sustainability Program, complements the content of the theoretical training, and expands the workers' learning, including beyond the normative content. The pioneering initiative in the industrial maintenance segment facilitates the interaction between instructors and students who, by experiencing the daily routine of the projects, become even more capable of performing the activities with the safety, quality, and productivity required in this segment.

The training program promoted in the CTP was fundamental in contributing to the achievement of 9 million hours worked without accidents with absence in Tenenge contracts, also contributing to the full compliance with the legislation, norms, and requirements applicable to this operation.

Human Rights

| 2-24 | 3-3 | 413-1 | 413-2 | 414-2 |

At OEC, the promotion of sustainable development is guided by the company's contribution to people since they are the agents of transformation with the capacity to carry out the most appropriate development model in each environment where the company operates. Thus, respect and promotion of human rights are non-negotiable values guaranteed in the set of its policies – especially in its Integrity, Sustainability, People and Diversity Policies, and in its Code of Conduct.

In this context, human rights violations are not tolerated in its activities or in those of its partners, or even in its value chain. Insinuations or discrimination of any nature, threats, moral or sexual harassment, forced or slave-like labor, child labor, sexual exploitation, and human trafficking are not allowed. The understanding of these commitments is ensured by the permanent engagement of workers who know and commit to the content of such statements. Its practice, however, is guaranteed by the application of the due diligence process that verifies potential partners' past involvement in violations of this nature, by the establishment of clauses in service provision contracts, and by sustainability audits and inspections that verify the normality of the conditions offered for the execution of the work.

The results of this governance, materialized by OEC's performance in this agenda, are reflected in the impressions reported in the Ethics Line Channel and in the ombudsmen made available by the works.



"I always joke that my life is told in works, I started on a dam site, got married on another, and had two children - on two other dams. My family grew up moving, in 35 years we lived in 18 states in Brazil. As a woman, I was a pioneer in large projects, I overcame challenges, built agendas and several conquests with our workers and saw our sector change for the better, especially for us, women. After so many years I still can't see myself leaving the "field", where the challenges are daily and where we learn and teach every day."

Iolanda Hennrichs is a social worker, 61 years old, married for 37 years to Valdir, and mother of Mario Paulo and Valdir Júnior

Relationships and Social Investment

| 2-26 | 2-29 | 403-4 | 413-1 |

The relationships between the company and its stakeholders, as well as the negative impacts eventually generated and the contributions produced, to a large extent occur in the works' environment and its immediate surroundings. The recognition of this model, and the new configuration presented in the Materiality Matrix, requires greater attention to local communication and relationship agendas, affected in recent years both by the reduction of the company's portfolio and by the constraints imposed by the COVID-19 pandemic.

Thus, and considering that establishing productive, respectful, and culturally appropriate relationships requires recognizing the context in which these interactions take place, and that it is the demands and opportunities identified in these mappings that drive the success of these relationships, OEC replaces its program and resumes initiatives to expand these connections.

New goals, integrated into the Action Program in 2023, direct the execution of integrated diagnoses for the evaluation of social risks in the projects' surroundings, qualify the structure for listening and consulting stakeholders, standardize the training program for the promotion of human rights, and inaugurate a new path for private social investment in the company.

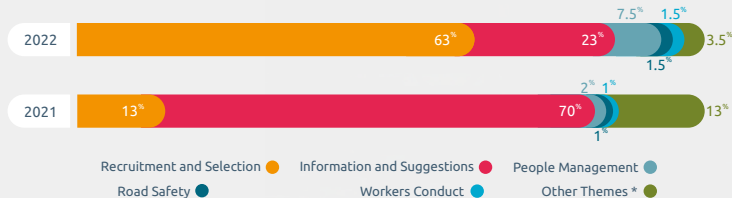
The application of risk assessments, which are in progress as of the publication of this Report, will serve to qualify both the mitigation strategies eventually required, and will promote more effective contributions by the company to face possible vulnerabilities. In this agenda, actions for the transparent communication of the company's results will be continued, with emphasis on the content of these diagnoses and the work plans that result from them.

Listening to stakeholders, already systematized by the company in its works, inserted in this qualification agenda, has offered relevant information, even considered during materiality

evaluations. The results measured in these channels in 2022, for example, show that the communication of issues associated with the recruitment and selection processes took on great relevance, accounting for 63% of the total entries in the period. This result will be carefully monitored to isolate and treat any deviations that may result in dissatisfaction, but immediately denotes a connection with the reduction of new hires in part of the portfolio given the completion of important works during this cycle. Other significant accounts reported issues were related to the work environment, road safety, nuisance in the surroundings, and about social dynamics.



SUBMISSIONS RECEIVED



*Other topics include nuisance on surroundings and other issues associated with the work environment.

DIGITAL RELATIONSHIP

One of the pillars of the OEC's relationship with society is embodied in the digital communication work, conducted with a close, transparent approach and focused on impactful and human content, with the engineering universe at its center. The initiatives have been expanded since the launch of new profiles in late 2018, achieving expressive results.

The networks of the OEC and its parent company Novonor gather more than two million followers, registering in 2022 more 82 million impressions, with 1.3 million interactions and positive sentiment of 97%. They already constitute the world's largest engineering and infrastructure digital community, connected on the companies' websites, blogs, and other channels on LinkedIn, Facebook, Instagram, Twitter, and now TikTok. A living, interactive and very dynamic ecosystem with a fundamental role in strengthening the Group's reputation.

It is also worth highlighting the engagement of the OEC Business Leader, Mauricio Cruz Lopes, on LinkedIn, bringing the company closer and humanizing it through his posts and interactions, which have impacted tens of thousands of people.

| 2-29 | 203-2 | 413-1 | 413-2 |

The promotion of Human Rights - addressed transversely in the Integrity agendas (especially as part of the Code of Conduct communications), of People, Diversity, and Sustainability, will gain charge in 2023 from the standardization of a specific program to raise awareness and train employees. The content, adapted to the different contexts in which the OEC is inserted, will be closely related to the work plans signaled in the social risks assessments. Actions taken in 2022, even before the definition of the institutional content, however, were integrated into sustainability training monitoring - already reported in this chapter. The social responsibility training sessions held in the period engaged more than 13,000 workers in different approaches aligned to the Human Rights agenda.

The reported engagement adds up the attendance of all the trainings held in the period, which makes it likely that the same worker attended more than one event.

Among the benefits generated by large projects, it is notorious the dynamization of the local economy during the execution of the works due to the increase in job opportunities. OEC's efforts to engage local workers and prioritize, as much as possible, the hiring of locally based service providers and suppliers - demonstrated in this chapter, will be complemented in 2023 by the application of the OEC Education Program, described below, as well as by the adequacy in the recording and consolidation of local procurement - an update that will bring visibility to the volume of goods and services transacted locally, providing relevant data for the development of improvement action plans.





OEC EDUCATION PROGRAM

"I joined OEC Education Program to get more knowledge. I intend to continue my studies and, God willing, finish. I think this Program is wonderful because it is an incentive for us to learn."

Joseilda Pereira de Lima
Kitchen helper and student

"I never had the opportunity to study, I entered OEC Education Program to learn to read and write. When I finish here, I will try to enroll in school to develop myself further. This Program is wonderful, I just have to thank for this opportunity, because we don't see this in other companies."

José Xavier dos Santos
Construction worker and student

"I wanted to join the OEC Education Program to learn, because when I was a child, everything was difficult, I didn't have the opportunity. When I'm done here, I'm going to take a mechanics class. I only have the company to thank for this project."

Janier Roque
Signalman and student

SOCIAL INVESTMENT | 2-24 | 3-3 | 203-1 |

As part of the commitment to expand its contribution and considering both the expectations expressed in the Materiality Matrix, and its suitability as an employer brand, OEC resumes its social investment strategy and establishes an institutional approach for the contribution to the promotion of education and professional training of young people and adults.

OEC Education Program, inspired by the successful actions implemented on the BRT Transbrasil and BRT Transoeste Corridors in the city of Rio de Janeiro (Brazil), offers modules both for literacy and schooling, as well as for the professional training of the workers mobilized in the works, and of the people living in the surrounding communities.

The initiative, developed in partnership with an organization specialized on adult education and vocational training in the construction environment, relies on an extensive network of instructors - partly made up of former foremen (masters) already retired

from OEC, and by combining online interaction and face-to-face classes, requires very optimized structures, differentials that facilitate its rapid mobilization regardless of the size or location of the projects.

At the end of the course, which lasts 10 months for literacy and three months for professional training, the graduates will be able to seek career progression at OEC and will be better able to continue post-work, seeking new job opportunities.

On the BRT TransBrasil 18 workers and one female worker have completed the literacy module in 2022 with excellent performance, and on the BRT Transoeste another 14 members have graduation planned for November 2023.

In 2022, in addition to the education projects, other actions, mostly sponsorships, have contributed resources to support the communities. These initiatives, regulated by specific internal guidelines, amounted to investments of about R\$ 1.2 MM.

The investments made abroad, consolidated in US dollars, were converted to Brazilian Real at the exchange rate of December 30, 2022 (US\$ 1.00 = R\$ 5.22).



Operational Efficiency



OEC Annual Report | 2022-23

Environmental Performance

|2-24| 3-3|

The solid governance and the priorities and strategies defined by OEC guide the proactive and preventive conduct assumed by the company. Elements that facilitate appropriate responses to the challenges imposed on its market, whose visibility and relevance gain importance from the ESG approach that qualifies environmental performance in the decision-making process.

Thus, and aware of the need to produce knowledge, engage people, make investments feasible, and promote the integration of environmental management into daily operations, OEC makes its practice conditional on the identification and assessment of potentially generated environmental aspects and impacts and, by incorporating these elements into its risk matrix, exercises the precautionary principle, anticipating the planning of measures to control these interferences in the environments managed or influenced by its business. It is in this context that efforts are made to exceed compliance with the requirements that regulate its activities, with special attention to material issues.

In 2022, OEC defined objectives and goals that direct new responsibilities for the company's Action Program in 2023. These elements, discussed in this chapter, drive greater efficiency in managing waste and greenhouse gas emissions and require a broader understanding of the footprint of your operations. The monitoring of these commitments, conditioned to the direct collection of indicators and the execution of the Sustainability Audit Program, will be qualified so that in future cycles new information and more details about the company's performance will be shared with its stakeholders.



COMPLIANCE

| 2-27 |

The environmental management – integrated to Integrated Sustainability Program (ISP) practice, standardizes the conduct of projects and refers to the cycle of internal checks, part of the OEC's Sustainability Audit Program.

In 2022, the audits carried out verified the compliance of the practices both in relation to the prescriptions of the ISP, and to the requirements that regulate the activities. The learning that results from the Audit Program, as advocated by the principle of continuous improvement, is intertwined with the agenda of training and sharing lessons learned.

In that year, no fines were applied for environmental irregularities and no relevant accidents were registered – characterized as spills of volumes greater than 200 liters, fires, and incidents with loss of vegetation. In 2023 OEC expands accident monitoring and incorporates as recordable all spills, for any volume, pollutant spilled, or environment affected.



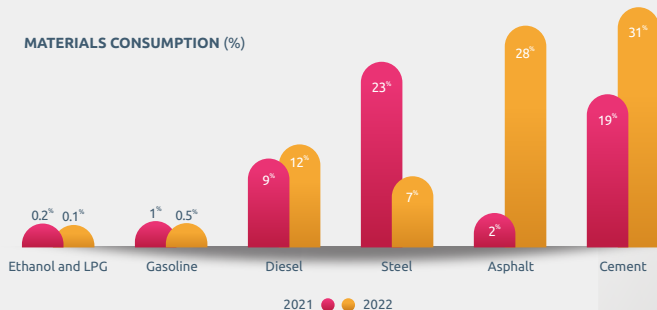
Materials

| 301-1 | 301-2 |

In 2022, the consumption profile based on non-renewable resources - as is characteristic in the infrastructure sector, reflected the progress of the portfolio, highlighting the intensity of activities in some segments represented by the significant increase in the consumption of concrete and asphalt. In addition to the consolidated matrix in tons, the acquisition of 132,000 m³ of concrete was registered (98,000 m³ in 2021), not converted to this unit of mass due to the diversity of densities used by the projects.

Even though the construction segment offers limitations to the adoption of a consumption matrix of renewable origin, OEC remains committed to evolving in the decision making process regarding the services provided by considering the life cycle of the solutions proposed, assuming the rational use of natural resources, the promotion of innovation, and the use of cleaner technologies as commitments and a differentiation factor for the company.

MATERIALS CONSUMPTION (%)



MANAGEMENT SYSTEM

Already in the first months of 2022, an extensive schedule of external audits has resulted in the maintenance of the ISO 14001 certification awarded to OEC's environmental management system, in effect since 1998. In this cycle, the certificate reaffirmed the expanded scope that includes company's entire portfolio of services and legal vehicles.



Click [here](#) and get to know the scope and certified vehicles.



Waste

| 306-2 | 306-3 | 306-4 | 306-5 |

The construction sector waste - quite significant when compared to the volumes generated in other industry segments, represents a major challenge for the management of large infrastructure projects, especially when these are installed in small towns or in more vulnerable regions.

The increase in the sector's activities – one of the most important contributors to the expected economic recovery after the pandemic, and the consequent higher waste generation, call for additional responsibilities for companies that should devote even more attention to the adoption of practices for sustainable and responsible consumption, in addition to the appropriate destination and disposal of waste that cannot be avoided.

At OEC, a broad management program ensures the timely identification and sizing of the volumes that will be produced, allowing the choice of processes and inputs that reduce their generation, and facilitate effective solutions for their treatment. These programs also include schedules to raise awareness and train workers - with emphasis on the practice of selective collection, as well as initiatives to engage partners to support the projection of reuse and recycling, whenever possible, benefiting local associations and cooperatives.

In 2022, around 32 thousand tons of general waste and 117 thousand tons of soil and rock were generated. The volume, 14% higher than the amount consolidated of the previous year, denotes the

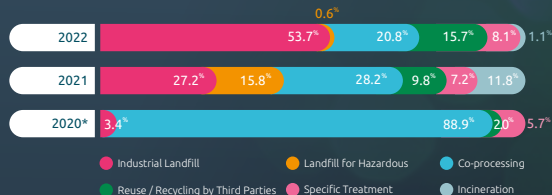
characteristics and the execution phase of the portfolio, with emphasis on the production of the road projects located in Brazil. In the period, the reduction in the percentage of non-hazardous waste destined for reuse or recycling was due to the increase in the generation of organic waste (+196%) that, due to the characteristics and location of the projects, could not be directed to composting, as well as the increase in the generation of other non-recyclable waste (+118%). Among hazardous waste, even though there has been a reduction in the volumes destined for co-processing, the increase in recycling by third parties maintained the same percentage reused (36% in 2022 and 38% in 2021).



NON-HAZARDOUS DESTINATION %



HAZARDOUS DESTINATION %



* Co-processing, incineration, specific treatment and inert landfill.

*In 2020, 0.02% destined for incineration and 0.003% for hazardous landfills.

Water and Wastewater

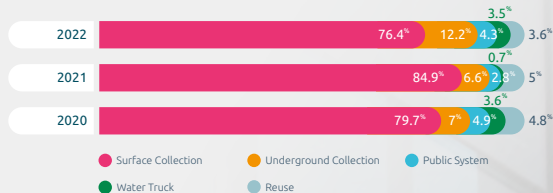
| 303-1 | 303-2 | 303-3 | 303-5 |

Although access to safe drinking water is a fundamental human right, billions of people, especially among the most vulnerable populations, live with severe restrictions that can compromise public health and quality of life, impairing social and economic development that, in extreme conditions, can drive conflict and migration.

In this context, the efficient use and reuse of water, as well as the appropriate treatment of effluents, are practices to be conducted with diligence by companies, especially in segments that register high demand, such as construction. In this sense, it is worth highlighting the responsibility of business in promoting environmental education that, when conducted consistently, contributes significantly to the proper use and reduction of waste.

At OEC, corporate instructions endorsed in the Integrated Sustainability Program mobilize efforts so that impacts on the work's surroundings are mitigated as much as possible, and so that production on projects fully complies with environmental regulations. In 2022, the volume collected, 1.82 million cubic meters – 52% higher than the previous year, again, was mostly from surface sources (76%).

WATER CONSUMPTION %



In the period, the consolidated reuse – 3.6% of the total collected, was obtained from the adoption of practices in 71% of the works. The reuse results in recent years (4.8% in 2020 and 5% in 2021) and the challenges imposed on the sector that incorporates a significant part of the volume captured - as occurs, for example, during the production of concrete, motivated the performance in 2023 of a diagnosis for a better understanding of the company's water footprint. The results of this exercise will contribute to the adoption of measures that facilitate the efficiency of the processes, also improving the monitoring already practiced.

WORKS OPERATING REUSE %





Water and Wastewater

| 303-1 | 303-2 | 303-4 |

Effluents are the liquid residues resulting from domestic, commercial, and industrial activities that, for containing polluting and harmful substances to human health, require specific and sufficient treatment for their adjustment to the parameters that enable its disposal. These treatments, conditioned to the evaluation of the effluents composition, make their reuse feasible, contributing both to the reduction of new water collections and to the reduction of energy consumption, as also allowing the capture of by-products that can be reincorporated into production.

Following these premises, the commitment to competent management, and the compliance pursued in the works, associated with recognition of the type, volume, and implications of the effluents generated, guide the choice of strategies that make their treatment feasible in the different contexts that characterize OEC operations.

Of the volume handled in 2022, about 373 thousand cubic meters (18% less than the previous year), 70% were of sanitary origin. This volume, once again, was mostly directed to the treatment plants operated by OEC (93%), measure that offers additional gains by associating the self-sufficiency of operations with greater control of the company. The industrial effluents, on the other hand, reflect the treatment carried out by a construction site in

Brazil that used a large volume of water for cooling a boiler during the commissioning processes.

The monitoring of the disposals, in turn, found that 98.4% of the analyzed samples were compliant with the parameters required by the applicable legislation – a result celebrated by the company, which renews the motivation of the teams to seek continuous improvement in the installed processes.

SANITARY EFFLUENT %



INDUSTRIAL EFFLUENT %



Energy and Climate Change

| 3-3 | 201-2 | 302-1 | 302-3 | 302-4 |

The Greenhouse Gas inventory materializes the set of controls whose monitoring allows the identification and quantification of the emissions produced by a company. It is a key tool for assessing the environmental performance of a business - especially with regard to its contribution to climate change. The inventory offers additional gains by identifying opportunities for process qualification, reducing inputs and costs, and constitutes a relevant asset in risk management and for the differentiation and competitiveness of a company as it demonstrates its commitment to environmental sustainability and corporate social responsibility.

OEC has been publishing greenhouse gas emissions inventories since 2010, a trajectory that offers vast content and reference to the analysis of energy performance in the company. The discipline achieved in this extensive historical series is evidenced by the practice in all operations, which engage multidisciplinary teams in their execution. In

this process, OEC applies internationally recognized methodologies that guide the emission factors and rates adopted in the calculations, with emphasis on the standards of the Intergovernmental Panel on Climate Change (IPCC) and the Brazilian GHG Protocol Program (PBGHG).

The processes of collecting and analyzing OEC emissions are reported in the PBGHG since its first application. Relying on inventories verified by an independent third party, the OEC has been awarded the **PBGHG Gold Seal for the past eight years**, which attests to the accuracy and completeness of the published results. At the time of this Report release, the inventory of emissions produced by OEC in 2022, detailed below, was under review by the PBGHG. This inventory, like all the others already produced, after its public registration, will be posted on the company's website for consultation.



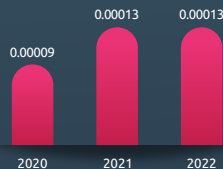
SILVER SEAL

GOLD SEAL



In the year, 82% of electricity consumption was concentrated in Brazil, which as informed by the Energy Research Company (EPE, 2022) has a matrix 82.9% originated in renewable sources. The energy intensity, which considers the total energy consumption and the gross revenue in Reals, remained stable between 2022 and 2021 - a period of inflection in the historical series caused by the mobilization of new works.

ENERGY INTENSITY



ENERGY CONSUMPTION (GJ)

	2020	2021	2022
Non Renewable			
Diesel	236,210	339,911	567,265
Gasoline	13,826	16,056	19,086
Liquefied Petroleum Gas	4,719	5,505	4,148
Other Non Renewable	374	416	332
Renewable			
Hydrous Ethanol	653	1,593	
Electricity			
Electricity	60,097	15,470	37,421
TOTAL	315,097	378,952	628,665



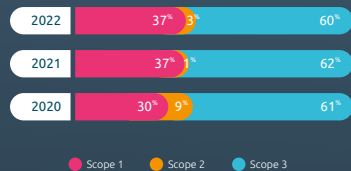
Known more about OEC's GHG emissions inventories.

Energy and Climate Change | 3-3 | 305-1 | 305-2 | 305-3 | 305-4 | 305-5 |

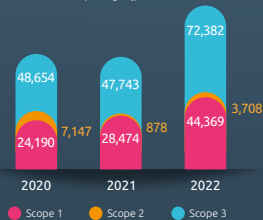
The company's emissions in 2022 maintained the already consolidated profile, more prevalent in scope 3 (acquisition of goods and services) and scope 1 (emissions from stationary and mobile combustion, fugitive emissions, and emissions

originating from waste and effluent generation). And, as verified in the energy intensity analysis, the emissions intensity, which relates scope 1 and 2 to gross revenue in Reais, remained stable between 2021 and 2022 cycles.

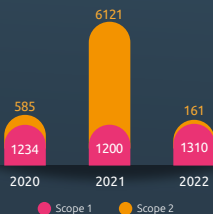
EMISSIONS %



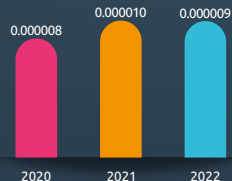
TOTAL EMISSIONS (tCO₂e)



BIOGENIC EMISSIONS (tCO₂e)



EMISSIONS INTENSITY



Climate Agenda | 3-3 | 201-2 |

The increasing attention of the society to the contribution of the companies to addressing climate change evidenced in the Materiality Survey updated by OEC in the early months of 2022, the company's commitment expressed in an objective way since its adhesion, in 2009, to the Open Letter to Brazil on Climate Change and the challenges of the ESG

positioning of Novonor - OEC's controlling group, conditioned a new cycle for the climate agenda in the company.

With technical input from a specialized external partner, in 2022, OEC was dedicated to conducting a pioneering study to identify opportunities for

decarbonizing engineering and construction operations. The project challenged the analysis of the technicians involved when considering the complete and diverse scope of services offered by OEC, its operations on three continents, and the multiplicity of scenarios experienced on each work.

initiatives aimed both at greater efficiency and at the best choice in offsetting the emissions that cannot be avoided. This product will also offer new elements to the risk analysis of projects that consider the climate and its implications right from their planning, seeking greater assertiveness in the identification of potential effects on safety, productivity, and quality of services, as well as opportunities associated with the climate agenda.

The results of the study, published in May 2023, will guide a new phase in the company, directing

OEC takes a proactive stance and voluntarily engages in public initiatives that foster the transition of markets to a low-carbon economy.



Biodiversity

| 3-3 | 304-1 | 304-2 | 304-4 |

OEC acts in close compliance with the determinations of environmental impact studies and projects licensing – the issuing and management of which is often the responsibility of its clients, and considers them to be critical requirements for planning work's strategies. Additionally, whenever needed, promptly OEC provides all licenses and authorizations that may be under its responsibility.

The permanent attention to compliance, the commitments assumed in its Sustainability Policy, and the conduct guaranteed by the practice of the Integrated Sustainability Program ensure the timely planning of the mitigation of the impacts potentially generated by OEC. Elements that also guide the choice of resources, inputs, and logistics with a smaller environmental footprint, and direct locational and executive adjustments. Such changes, applied in areas under company's management, such as sites' and support units' infrastructure, are intended to minimize or maintain vegetation clearance and other interference

generated during construction, such as noise, dust, and vibration, within tolerance limits.

In 2022, no impacts on biodiversity caused by OEC operations were recorded, context on an even more relevant monitoring was applied in a work located abroad that was in the buffer perimeter of a protected area, and in a project in Brazil that exerted influence on species listed by the International Union for Conservation of Nature (IUCN).

In the period, as part of the sustainability training agenda, numerous initiatives were carried out to ensure the management of impacts in the projects' surroundings, promoting environmental education and protection, as the adoption of good practices. These actions, applied in all the construction sites, amounted to more than 64 thousand hours of training, engaging members and subcontracted workers.



Efficiency and Innovation

| 2-1 | 2-28 | 2-29 | 3-3 |



Over almost 80 years, the successful implementation of more than 2,900 large projects, often developed in scenarios of significant technical and operational complexity, underline the capacity and skill of OEC's engineering – a legacy of differentiation perceived by its stakeholders, as evidenced in the update of its Materiality Matrix that highlighted the relevance of the processes and technology employed so that projects are executed with maximum efficiency.

The implications of the necessary and permanent evolution of the infrastructure sector find strategy and governance designed by OEC to meet the challenges of this new moment, maintaining its leading position in its priority markets. The year 2022, in this sense, marks the strengthening and dissemination of the OEC's Innovation area, which reports to the company's top management and is assisted by a technical and multidisciplinary advisory committee.

This innovation manifesto that intends to make the company even more productive, competitive,

and sustainable is materialized in the Open Innovation Program - the **OEC IN**, in the podcast **OEC Connection**, and by the company's presence in the main hubs and forums for innovation and co-creation in its market, such as Inovabra, in Brazil.

As part of this Program, knowledge has been shared and challenges have been registered in the series of newsletters directed to the OEC's technical staff and in the set of technical articles published in important specialized media vehicles. **OEC Connection**, in its turn, was designed to develop an internal culture focused on mobilization and engagement that links OEC to open innovation and support in technological upgrading processes, knowledge management, and digital transformation, positioning the company as a protagonist that fosters and integrates innovation in its industry. The podcasts have produced about 6.5 hours of qualified dialogues with twelve specialists who, by sharing real experiences, have stimulated the critical evaluation of the methods and processes adopted in the sector, with a view to optimizing them.

Also in 2022, as part of the BIM (Building Information Modelling) strategy, adopted by OEC in 2020 to increase the productivity of its operations, the Innovation area enabled the training of 40 members in the BIM workflow (3D Modeling - Coordination - Information Management) and geoprocessing, and organized the BIM implementation tools as part of company's preparation to meet the BIM Brazil Strategy, which foresees the dissemination of BIM in federal works by 2028.

As a way of disseminating the OEC IN at the works, the Innovation team has adopted an extensive program of visits to the construction sites to learn about the problems and evaluate opportunities with the operations. The visits initiated in the last quarter of 2022 promoted a significant engagement of the teams and resulted in several connections between the projects and Inovabra hub startups that made it possible to hire three startups and a technology company and facilitated four Proofs of Concept (PoCs) in OEC's works.

The Innovation Program in 2023 will continue to focus on increased interaction with on-site teams to improve new solutions to real problems, and a new tool supported by artificial intelligence will be made available to facilitate people access to OEC's technical collection, providing for the reuse of this knowledge.



Access OEC channels on Spotify and Youtube to listen OEC Connection and register [here](#) to receive OEC IN newsletters.

Certifications and Recognitions | 2-1 | 3-3 |

The Quality Policy, updated in 2022, references the practice of Quality Management System in all OEC operations. This System contributes to the achievement of excellence standards that constitute the success of the deliveries considering the:

- Compliance with technical specifications, contractual requirements, legal obligations, and other stakeholder requirements.
- Continuous improvement of processes by applying efficient executive methodologies and by creating technologically innovative solutions.
- Effective contribution to risk management in contracts, and
- Acting Ethically with integrity and transparency.
- Overcoming challenges in projects given the executive capacity and reuse of knowledge acquired throughout the company's trajectory.

The OEC's Quality Management System has been certified according to ISO 9001 since 1999. In 2022, as part of the rite established since its original issuance, a new audit cycle maintained the certification granted to OEC S.A. companies in the expanded scope that covers various specialties of industrial, oil & gas and pipeline works, petrochemical, mining, and energy (hydroelectric, thermoelectric, transmission lines, and substation), infrastructure (sanitation, irrigation, road works, highways, railroads, tunnels, bridges, and viaducts), ports and dredging, airports, subways and BRTs (Bus Rapid Transportation), and buildings. In the period, it also maintained the Level A certificate of the Brazilian Habitat Quality and Productivity Program (PBQP-H), in effect since 2015 for the execution of road, special art, sanitation and building works.

This Management System is also certified by the American Society of Mechanical Engineers (ASME), with the A Seal, for the assembly and repair of boilers and external boiler piping, as well as by the National Board of Boiler and Pressure Vessel Inspectors (NBB) with the R Certificate of Authorization (or R Symbol), for repairs and metal alterations to pressure vessels and boilers, both originally issued in 2017.

In the period reported here, as already presented in this Report, among the recognitions granted to the OEC are the Inova Infra 2022 and 2023 awards in Brazil for the innovative solution adopted in the laying of carbon steel pipes in the construction of the new Montes Claros Water Supply System (Minas Gerais), and for the application of Building Information Modeling (BIM) in the design of Section 5 of the Adductor Canal of the Sertão Alagoano (Alagoas). Also noteworthy is the position attributed to the company in the "Ranking of Brazilian Engineering", an annual survey by the Brazilian magazine O Empreiteiro, which in its 52nd edition, brings a survey of the 500 largest engineering companies in Brazil. The data, evaluated and audited by an independent company, is the most important consultation tool for the sector and a showcase for new business. In this edition, OEC was again positioned as the largest heavy infrastructure company in the country, a result celebrated by the company that attests to the technical capacity and dedication of all the people who make the dream of building a better world possible.





GRI Index



OEC Annual Report | 2022-23

GRI Index

Statement of Use | This Report has been prepared in accordance with GRI Standards 1: Fundamentals 2021 for the period from January 1 to December 31, 2022, considering significant changes that have occurred up to the date of its publication.

	Pg.		Pg.		Pág.
GENERAL CONTENT					
2-1		Organizational details	10, 11, 12, 13, 14, 34, 43, 48, 79, 80		
2-2		Entities included in the organization's sustainability reporting	8		
		The performance of all OEC S.A. operations, whether controlled or subsidiary, have been included in this Report.			
2-3		Reporting period, frequency and contact point	8		
2-4		Restatements of information	-		
		There has been no reformulation of information or changes in the previously published reports.			
2-5		External assurance	-		
		This Report has not been externally verified.			
2-6		Activities, value chain and other business relationships	10, 11, 12, 13, 14		
		The Company prioritizes the hiring of local suppliers in all countries where it operates, establishing actions to engage this supply chain. Similarly, suppliers from other regions and countries are also contracted, especially for inputs or services with specific characteristics or demands that are unavailable or insufficient in the locations where the operations are established. OEC requires that suppliers and service providers operate in compliance with the standards defined by its Supplier Code of Conduct, as referenced in its Policy Book, especially regarding labor issues, occupational health and safety standards, human rights, socio-environmental requirements and practices, compliance with legislation, as well as anti-corruption practices. All procurement of goods or services is preceded by an extensive due diligence process formalized by corporate guidelines and instructions. The relationship with clients, business partners, any representatives, and the hiring of employees are also guided by specific due diligence processes. The provision of services, supply of goods, relationships, and the conduct and performance of workers are continuously monitored and evaluated as part of the ongoing cycle of the business's Action Program.			
				2-7	
				Employees	48
				The reported indicators, consolidated in the company's people management system, represent the active employees as of the end of December 2022.	
				2-8	
				Workers who are not employees	48
				The reported indicators, consolidated in the company's people management system, represent the active outsourced workers at the end of December 2022. The engagement of outsourced workers occurs especially for the execution of support services or highly specialized tasks that may be required by the technical scope of the projects.	
				2-9	
				Governance structure and composition	28, 29, 30, 31, 33
				2-10	
				Nomination and selection of the highest governance body	29, 30
				2-11	
				Chair of the highest governance body	29
				2-12	
				Chair of the highest governance body	29, 31
				As responsibilities of OEC's Board of Directors include communication between OEC and its parent company, preserving its organizational culture, defining institutional policies, selecting, monitoring, and evaluating the performance of the Business Leader - conducted within the framework of the Action Program cycle, as well as ensuring the effective implementation of the company's Integrity System. Among the matters within the exclusive competence of OEC's Board of Directors, the following are highlighted: approving the Strategic Direction for OEC's annual planning, the Action Program of the Integrity and Risk Management Responsible Officer, and the Annual Internal Audit Plan. The Board is also responsible for individualizing the annual remuneration of the administrators and evaluating the performance, profile, and competencies of OEC's Board of Directors itself.	
				2-13	
				Delegation of responsibility for managing impacts	18, 31, 33
				2-14	
				Role of the highest governance body in sustainability reporting	8
				2-15	
				Conflicts of interest	37
				Conflicts of interest are prevented and managed at OEC through specific Guideline instructions, which are part of the company's globally applied Integrity Program framework. The occurrence of conflicts of interest is reported as part of the performance monitoring of the Integrity Program.	
				2-16	
				Communication of critical concerns	31,32
				2-17	
				Collective knowledge of the highest governance body	31,32
				The executive leadership of OEC systematically presents the results of the company's economic, environmental, and social performance, as well as other relevant issues associated with these topics, to the Board of Directors. This can be done through the submission of management reports or as part of the agenda for regular and extraordinary meetings of the Board and its Committees.	
				2-18	
				Evaluation of the performance of the highest governance body	29
				Among the matters deliberated and restricted to the Board of Directors are its own performance evaluation and the determination of individual remuneration for its members, as well as for the executive leadership of the company. These duties are detailed in OEC's Corporate Governance Policy.	
				2-19	
				Remuneration policies	29, 58
				2-20	
				Process to determine remuneration	29, 58
				2-21	
				Annual total compensation ratio	58
				In this cycle, the proportion between the percentage increase in the total annual remuneration of the highest-paid individual in the organization and the average percentage increase in the total annual remuneration of all employees is not reported. However, the indicator, as well as other applicable details, shall be incorporated into the monitoring for future reporting.	

GRI Index

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	Pg.
2-22 Statement on sustainable development strategy	3, 5, 16, 31
2-23 Policy commitments OEC's Policy Book, approved by the company's Board of Directors, describes the commitments made towards adopting responsible conduct and promoting sustainable development. OEC is committed to these statements, as well as to complying with recommendations and requirements resulting from impact studies and assessments. The company respects applicable legislation and implements best practices in a timely manner for monitoring, controlling, and mitigating the impacts generated in its operations. This ensures the application of the precautionary principle in all locations where it operates. Among its stakeholders, special attention is given to its own workers and subcontractors, as well as to the people who live or are directly affected by its operations. OEC's Policy Book, along with other instructions and relevant information, is communicated permanently and directly to the company's employees through specific agendas related to their projects and as part of digital communication actions materialized on the company's website and social media platforms.	16, 35, 36, 47, 52
2-24 Embedding policy commitments	16, 18, 21, 31, 33, 35, 36, 47, 52, 59, 64, 67, 69
2-25 Processes to remediate negative impacts The impacts most frequently observed in OEC's operations are associated with road safety, environmental quality, and, when applicable, those resulting from migration influx. At the same time, benefits are observed from the stimulation of the economy during the construction phase, particularly due to the increased financial volume transacted in the areas (higher tax revenues and concentration of local businesses) and increased job opportunities. The company is committed to mitigating, to the extent possible, the potentially negative impacts generated, as well as seeking to enhance the benefits generated during its presence in the territories. OEC's Ethics Line channel legitimizes the monitoring of deviations and non-conformities, which, complemented by the ombudsman directly implemented in the works, addresses actions for remediation and correction of negative impacts.	21, 36, 40

	Pg.
2-26 Mechanisms for seeking advice and raising concerns In addition to the formal channels made available, at OEC the relations between workers and leaders, as well as between them and the local integrity, sustainability and people (human resources) teams is stimulated and promoted on an ongoing basis to ensure the welcome and engagement needed to establish trustworthy relationships and environments of well-being.	40, 65
2-27 Compliance with laws and regulations	41, 70
2-28 Membership associations	26, 79
2-29 Approach to stakeholder engagement OEC's relationship with the different stakeholders of the Business occurs in day-to-day Operations, at all organizational levels. Numerous elements of communication and consultation are implemented with the internal public and, externally, actions are customized by the Works and offices in order to better meet the specificities of each scenario. Additionally, and as recommended by the Materiality Principle, consultations, in 2022, a broad consultation was carried out to update OEC's Materiality Matrix.	19, 65, 66, 79
2-30 Collective bargaining agreements	58, 62

MATERIALITY

3-1 Process to determine material topics The content and boundary of this Report were defined by taking into consideration the results of the 2022 update of OEC's Materiality Survey. The aspects and impacts associated with the material issues identified occur both inside and outside the company and relate to and affect its stakeholders at different levels, as reported in the company's materiality matrix. The Company is sometimes responsible for, sometimes contributed to, or is directly linked to these impacts.	19
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	Pg.
3-2 List of material topics In addition to the relevant topics identified by OEC's Materiality Survey, detailed in this Report, concerns raised by stakeholders presented through reports received via the Ethics Line, as well as through the direct application of ombudsmen in its operations, are systematically evaluated. These references are considered as relevant matter for acting and evaluating performance in the business.	20, 22, 23, 24, 25

MATERIAL TOPICS | ENVIRONMENT

3-3 Management of material topics OEC's Policy Book, particularly the Policies on Governance and Integrity, People, and Sustainability, the Code of Conduct, and specific guidelines detailing these instructions, guide and regulate the management of commitments associated with this set of material topics, incorporating ethics, compliance, efficiency, transparency, environmental protection, preservation of natural resources, and respect for human rights as intrinsic values in achieving positive outcomes for the company and its stakeholders, both now and in the future. In these considerations, the guidelines and recommendations defined by the Novonor Group, the controlling entity of OEC, are also taken into account, particularly regarding its Vision 2030 and ESG Positioning. The values of "Our Culture," which serve as a connecting element and identification within the Group, are also considered. The guidelines provided by these policies, code of conduct, directives, and instructions, as well as the standardization of the management systems that stem from them, influence the strategic planning or Action Program (AP) of the company. The AP is formally established on an annual basis and duly approved by the Board of Directors. The AP defines the measures, roles, responsibilities, and priorities of all individuals involved in managing the impacts related to activities under their delegation. Within the evaluation cycle of agreed objectives, the monitoring of goals and indicators that assess the effectiveness of the measures implemented is included. The operationalization of these instructions is carried out in the practice of each OEC construction site and office, whose performance is systematically monitored, assessed and disseminated, with a focus on highlighting best practices.	18, 21, 33, 69, 75, 77
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GRI Index

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304-2	Significant impacts of activities, products and services on biodiversity	Pg. 78				
304-3	Habitats protected or restored The responsibility for the protection or restoration of degraded areas is generally assigned to the clients of OEC, who are the owners of the projects built by the construction company. Information about the OEC's contribution in preserving or restoring these habitats, as well as about preservation and restoration under OEC's direct responsibility, shall be organized for insertion in future reports.	-	305-4	GHG emissions intensity	Pg. 76	
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	78	305-5	Reduction of GHG emissions The study on decarbonization opportunities for the services provided by OEC, released in 2023, offers important elements to qualify the reduction of energy consumption in the company's operations. In this cycle, such reductions have not been quantified, the indicator, as well as other details that may be applicable, shall be qualified for future reporting.	76	308-2
305-1	Direct (Scope 1) GHG emissions The data presented refers to emissions produced between January and December 2022 and considers a per-shareholding approach. Scope 1 comprises emissions from stationary and mobile combustion, fugitive emissions, emissions from industrial and agricultural processes, those related to land use change and waste generation (solid waste and effluents). OEC includes all emitted gases in its calculations.	76	305-6	Emissions of ozone-depleting substances (ODS) There are no emissions of these substances.	-	New suppliers that were screened using environmental criteria In the period of this Report, no negative environmental impacts were identified in the supply chain.
305-2	Energy indirect (Scope 2) GHG emissions The data presented refers to emissions produced between January and December 2022 and considers a per-shareholding approach. Scope 2 emissions are the result of electricity purchased externally OEC includes all emitted gases in its calculations.	76	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions There are no emissions of these substances.	-	39
305-3	Other indirect (Scope 3) GHG emissions The data presented refers to emissions produced between January and December 2022 and considers a per-shareholding approach. Scope 3 emissions come from the purchase of	76	306-2	Management of significant wasterelated impacts	72	MATERIALS TOPICS SOCIAL
			306-3	Waste generated	72	3-3
			306-4	Waste diverted from disposal	72	Management of material topics
			306-5	Waste directed to disposal Nominal disposal of non-hazardous waste (values in tons): in 2020, Landfill 10,787 Inert Landfill 1,210 Incineration 7 Own Reuse/Recycle 238 External Reuse/Recycle 51,758 Composting 1,711 Co-processing 154. In 2021, Landfill 5,894 Inert Landfill 71 Incineration 10 Own Reuse/Recycle 606 External Reuse/Recycle 74,864 Composting 1,044 Co-processing 23 Specific Treatment 4. In 2022, Landfill 6,915 Inert Landfill 14 Incineration 1 Own Reuse/Recycle 36 External Reuse/Recycle 24,461	72	18, 21, 33, 47, 52, 59, 64, 67 OEC's Policy Book, particularly the Policies on Governance and Integrity, People, Diversity and Inclusion, Sustainability and Communication, the Code of Conduct, and specific guidelines detailing these instructions, guide and regulate the management of commitments associated with this set of material topics, incorporating ethics, compliance, efficiency, transparency, and respect for human rights as intrinsic values in achieving positive outcomes for the company and its stakeholders, both now and in the future. In these considerations, the guidelines and recommendations defined by the Novonor Group, the controlling entity of OEC, are also taken into account, particularly regarding its Vision 2030 and ESG Positioning. The values of "Our Culture," which serve as a connecting element and identification within the Group, are also considered. The guidelines provided by these policies,

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code of conduct, directives, and instructions, as well as the standardization of the management systems that stem from them, influence the strategic planning or Action Program (AP) of the company. The AP is formally established on an annual basis and duly approved by the Board of Directors. The AP defines the measures, roles, responsibilities, and priorities of all individuals involved in managing the impacts related to activities under their delegation. Within the evaluation cycle of agreed objectives, the monitoring of goals and indicators that assess the effectiveness of the measures implemented is included. The operationalization of these instructions is carried out in the practice of each OEC construction site and office, whose performance is systematically monitored, assessed and disseminated, with a focus on highlighting best practices.

- MATERIAL TOPIC | Safety and well-being**
- MATERIAL TOPIC | People management**
- MATERIAL TOPIC | Value generation in the communities**
- MATERIAL TOPIC | Diversity and Inclusion**

202-1

Ratios of standard entry level wage by gender compared to local minimum wage

At OEC, the references for remuneration allocation, defined in specific guidelines, consider market information obtained through specific or comprehensive surveys. The competitiveness strategies and talent retention also take into account the decisions made by collective agreements and unions in the company's industry segment. The dissemination and application of this analysis aim to ensure that all members have knowledge and understanding of the remuneration criteria adopted at OEC. In this cycle, the ratio of the lowest wage to the local minimum wage is not reported. However, the indicator, as well as other applicable details, shall be incorporated into the monitoring for future reporting.

Pg.

201-3

Defined benefit plan obligations and other retirement plans

Vexty, a Novonor Group company, sponsored by OEC, offers pension plans to its members. Vexty is a closed, non-profit pension entity that offers support to employees in their post-career planning. Participants contribute part of their fixed monthly income, influencing the mandatory contribution of OEC as sponsor, which will be proportional to the percentage of contribution invested by workers.

203-1

Infrastructure investments and services supported

In 2022, OEC followed up on local support still closely tied to the repercussions of the pandemic and, as informed in this Report, began the journey that links its actions to the agenda of promoting education and vocational training. In this cycle, the detailing of such investments is not reported due to the assisted areas - as for infrastructure, the indicator, however, as well as other details that are applicable, shall be incorporated into the monitoring for future reporting.

203-2

Significant indirect economic impacts

The indirect economic impacts of the business, as already mentioned, are strongly related to dynamization of the economy during the construction phase. In this regard, OEC prioritizes the hiring of local labor, service providers, and suppliers in all territories where it operates, as long as they offer solutions that are compatible with the nature, quality, and volume of the required demand. Specific actions are implemented in this agenda are to ensure gender, generational, cultural-ethnic diversity among OEC's workforce, as well as to promote local value chain engagement.

204-1

Proportion of spending on local suppliers

Although the Statement of Value Added reports the value spent on services provided and goods supplied by third parties, the proportion of expenses with local suppliers is not reported in this cycle. However, the indicator, along with other applicable details, shall be incorporated into monitoring for future reporting.

Pg.

58

401-1

New employee hires and employee turnover

401-2

Benefits provided to full-time employees that are not provided to temporary or parttime employees

At OEC, all workers fall under the category of full-time employment, characterized by work hours per week, month, or year that are defined in accordance with national legislation or practice.

401-3

Parental leave

At OEC, all workers fall under the category of full-time employment, characterized by work hours per week, month, or year that are defined in accordance with national legislation or practice. In 2022, 11 paternity leaves were registered in Peru, 21 maternity leaves in Brazil, three in Angola and two in Peru. In this cycle, the return and permanence of workers after taking these leaves are not reported; these indicators, however, as well as other details that may be applicable, shall be incorporated into the monitoring for future reports.

402-1

Minimum notice period on operational changes

The OEC observes the minimum term defined by local legislation or collective agreements in all locations in which it operates.

403-1

Occupational health and safety management system

403-2

Hazard identification, risk assessment, and incident investigation

The Integrated Sustainability Program (ISP) - applied globally and ISO 45001 certified, formalizes the methodology and flows employed by the company to identify hazards and assess the risks associated with routine, non-routine, and emergency activities in the different scopes, in all its operations. The ISP also brings together the parameterized plans, procedures, and controls to eliminate the identified hazards and minimize the

Pg.

50

58

67

53

44, 46

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59, 60

59, 60

GRI Index

Statement of Use | This Report has been prepared in accordance with GRI Standards 1: Fundamentals 2021 for the period from January 1 to December 31, 2022, considering significant changes that have occurred up to the date of its publication.

	Pg.		Pg.		Pg.
risks. In the ISP, the responsibilities of all the people in these processes are defined, as well as the models for monitoring their practice, assessing the results, and inserting them in the continuous performance improvement processes. In these processes, workers are guaranteed the right to refuse a task when they perceive a dangerous situation, as well as protection against retaliation. On the other hand, the instructions for communication, investigation and action in the occurrence of accidents, detailed in the ISP are ensured by specific guidelines defined by the business due to their priority and relevance to OEC.		included in the company's occupational health and safety management system.		At OEC, all operations identify and assess the potential negative and positive impacts that may be caused on stakeholders directly related to the activities, as well as implement measures to eliminate, minimize, and control these impacts. In 2023, an additional initiative is currently underway to map and parameterize social risks in the surrounding areas that are not directly caused by the projects but influenced by them. The results of this exercise, and the developments that follow from it, shall be inserted in the next reporting cycles. Additionally, in all operations, actions are taken to map and engage stakeholders.	
403-3 Occupational health services	59	403-9 Work-related injuries	61, 62	413-2 Operations with significant actual and potential negative impacts on local communities	64, 65
403-4 Worker participation, consultation, and communication on occupational health and safety	65	403-10 Work-related ill health	62	Given the nature of the services provided, all operations of OEC - whether due to the activities within their scope or the required logistics - have the potential to generate impacts in their surroundings. These impacts, which are subject to diligent attention in terms of elimination, minimization, and control, generally relate to road safety, environmental quality, and, where applicable, migratory influx. Adequate and sufficient channels for lodging complaints are ensured at the construction sites to address any inconveniences that may arise.	
403-5 Worker training on occupational health and safety	65	404-1 Average hours of training per year per employee	39, 62, 63	414-2 Negative social impacts in the supply chain and actions taken	39, 64
403-6 Promotion of worker health	62	404-2 Programs for upgrading employee skills and transition assistance programs	55, 56, 57	The most prevalent negative social impacts associated with the supply chain, as well as in the company's own operations, are related to road safety, environmental quality, and, when applicable, migratory influx. The suppliers and service providers, as part of the pre-contractual verification process (due diligence), are instructed regarding the required conduct, as formalized in the Suppliers' Code of Conduct. No improvements were agreed upon or contracts terminated during the reported period due to social impacts caused by suppliers.	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships The determinations of OEC's Integrated Sustainability Program are mandatory for all suppliers and service providers that operate directly linked to OEC, whose performance is monitored locally based on procedures parameterized in this Program.	59, 60	404-3 Percentage of employees receiving regular performance and career development reviews	55, 56, 57		
403-8 Workers covered by an occupational health and safety management system All of the company's own workers, as well as all outsourced workers directly linked to OEC, are	59, 60	405-1 Diversity of governance bodies and Employees	29, 30, 48, 49		
		405-2 Ratio of basic salary and remuneration of women to men	58		
		410-1 Security personnel trained in human rights policies or procedures The training offered to the property security teams is integrated with the Sustainability training hours, reported in a consolidated manner by OEC.	62, 66		
		411-1 Incidents of violations involving rights of indigenous peoples In 2022, no negative manifestations or cases of violation of indigenous peoples' rights were registered.	-		
		413-1 Operations with local community engagement, impact assessments, and development programs	-		

GRI Index

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	Pg.		Pg.
416-1		Assessment of the health and safety impacts of product and service categories Content not applicable, since the services provided by OEC to its clients, operators of large infrastructure and industrial assembly projects, do not involve impacts on the health and safety of the consumers of these assets.	-
3-3	18, 21, 28, 33, 34, 36, 43, 79, 80	MATERIAL TOPICS GOVERNANCE Management of material topics OEC's Policy Book, particularly the Policies on Integrity, Governance, Corporate Risks Management, and People, the Code of Conduct, and specific guidelines detailing these instructions, guide and regulate the management of commitments associated with this set of material topics, incorporating ethics, compliance, efficiency, transparency, environmental protection, preservation of natural resources, and respect for human rights as intrinsic values in achieving positive outcomes for the company and its stakeholders, both now and in the future. In these considerations, the guidelines and recommendations defined by the Novonor Group, the controlling entity of OEC, are also taken into account, particularly regarding its Vision 2030 and ESG Positioning. The values of "Our Culture," which serve as a connecting element and identification within the Group, are also considered. The guidelines provided by these policies, code of conduct, directives, and instructions, as well as the standardization of the management systems that stem from them, influence the strategic planning or Action Program (AP) of the company. The AP is formally established on an annual basis and duly approved by the Board of Directors. The AP defines the measures, roles, responsibilities, and priorities of all individuals involved in managing the impacts related to activities under their delegation. Within the evaluation cycle of agreed objectives, the monitoring of goals and indicators that assess the effectiveness of the	
	201-1	Direct economic value generated and distributed	44
	202-2	Proportion of senior management hired from the local Community	49, 51
	205-1	Operations assessed for risks related to corruption	39, 41
	205-2	Communication and training about anti-corruption policies and procedures	39
	205-3	Confirmed incidents of corruption and actions taken	40, 41
	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices The evolution of lawsuits arising from OEC's involvement in illegal actions, especially in investigations derived from Operation Car Wash, is monitored by the executive leadership, the Integrity Officer, the Business Support Officers and the Board of Directors. The Company remains committed to contributing to the clarification of all the events in which it was implicated, in the different countries where it operates.	41
	308-1	New suppliers that were screened sing environmental criteria	39
	405-1	Diversity of governance bodies and employees	29, 30, 48, 49
	406-1	Incidents of discrimination and corrective actions taken	40
	408-1	Operations and suppliers at significant risk for incidents of child labor Given the nature of the services provided, all operations of OEC - whether due to the activities within their scope or the required logistics - have the potential to generate impacts in their surroundings. These impacts, which are subject to diligent attention in terms of elimination, minimization, and control, generally relate to road safety, environmental quality, and, where applicable, migratory influx. In this context, child labor exploitation, although with a lower potential for occurrence, can be considered a risk in the indirect supply chain (suppliers of suppliers). Thus, supplier selection, performance monitoring, and evaluation consider issues associated with human and labor rights. Child labor is not permitted in the company's own operations, as well as among its suppliers and service providers. The company works together with and provides support to institutions that protect and promote decent work.	39
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor Given the nature of the services provided, all operations of OEC - whether due to the activities within their scope or the required logistics - have the potential to generate impacts in their surroundings. These impacts, which are subject to diligent attention in terms of elimination, minimization, and control, generally relate to road safety, environmental quality, and, where applicable, migratory influx. In this context, forced or compulsory labor exploitation, although with a lower	39

GRI Index

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Pg.

potential for occurrence, can be considered a risk in the indirect supply chain (suppliers of suppliers). Thus, supplier selection, performance monitoring, and evaluation consider issues associated with human and labor rights. Forced or compulsory labor is not permitted in the company's own operations, as well as among its suppliers and service providers. The company works together with and provides support to institutions that protect and promote decent work.

414-1 **New suppliers that were screened using social criteria** **39**

The due diligence process, previously applied in every OEC business relationship, ensures the normality of the partners as to the applicable legislation and their alignment to the performance standards defined by the company, including as to social practices. Thus, all suppliers are selected considering social criteria in this evaluation.

415-1 **Political contributions** **-**

OEC does not make political contributions, even if permitted by local law, and its members are not permitted to promise, offer, authorize or give, directly or indirectly, political contributions to political parties or candidates for public office with the resources of or on behalf of the Company.

416-2 **Assessment of the health and safety impacts of product and service categories** **-**

Content not applicable, since the services provided by OEC to its customers - operators of large infrastructure and industrial assembly projects, do not imply impacts on health and safety caused by these services.

417-3 **Incidents of non-compliance concerning marketing communications** **-**

There were no cases of non-compliance related to marketing communication.

418-1 **Substantiated complaints concerning breaches of customer privacy and losses of customer data** **-**

There have been no complaints related to violation of privacy and loss of customer data.



Corporate Information

BOARD OF DIRECTORS

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*Business Support Officers

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Alexandre Baltar
BSO* ESG
Rodrigo Vilar
BSO* Communication and Marketing

TECHNICAL CONTENT

Paquiza Brandão
Sustainability
Livia Nunes
Communication
Images
OEC Collection

GRAPHIC AND EDITORIAL DESIGN

Oliva Branding

ADDRESS

14401 Nações Unidas Avenue
Aroeira Tower | 4th floor | City Park
Vila Gertrudes | 04794-000 | São Paulo | SP | Brazil



OECD

