

# Sustainability Report

BASE YEAR 2022





# SUMÁRIO

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# MESSAGE FROM THE CEO

102-4

The year 2022 was special for CRASA employees, as it was the time to work with multi-projects, both internally and externally. The achievement of a backlog of more than R\$ 5 billion represents the solidity of a strategic plan built with many hands. Even with the reduction in fatal cases of Covid-19 and its variants, the care for the human being and self-care remains very important values in CRASA, as there is no high performance culture if the team is impacted in its physical and mental health.

In 2021, CRASA Infrastructure expressed its commitment to the United Nations Secretary-General, António Guterres, in an official letter of adherence and support to the 10 principles of the Global Compact. These principles address human rights, labor, environment, and anti-corruption. By joining the Global Compact, we seek to make the principles a fundamental part of our business strategy and culture.

Throughout 2023, with the launch of the CRASA Infrastructure Corporate University, scheduled for the 1st quarter, we will further reinforce our commitment to Corporate Education, extending it not only to our own employees, but also to outsourced employees, those working in consortia or Specific Purpose Companies and other partners throughout Brazil, with a very strong bias linked to Environmental, Social and Corporate Governance (ESG) and with a special chapter on the dissemination of the Sustainable Development Goals.

Our purpose of building, through Engineering and best management practices, results, and sustainable solutions in the infrastructure area, in order to provide society with more comfort, quality of life, and opportunities, was materialized in the various projects carried out since 2019.

The positive economic result of 2022 is the consequence of the sum of efforts of several stakeholders, with a special value to the contribution of our centralized staff, present in each of our projects and corporate. Continuous work with seriousness and dedication, to once again generate sustainable deliveries to shareholders and society.

We have renewed our ISO 37001 Certification, which demonstrates the seriousness of our Anti-Bribery Management processes, people, and systems. We have achieved mature Compliance, with established policies, systematic training, an independent ethics channel, and a big four external audit, permeated by transparent and accessible processes.

Based on transparency, security, and traceability, we successfully closed the Enterprise Resource Planning (ERP) migration, hiring the SAP Business One tool, one of the world's largest players in the segment, a successful project both at the headquarters and at the construction sites under our leadership.

Thus, CRASA Infrastructure is now preparing for

a new cycle, from 2023 to 2027, strongly guided by its pillars of Governance, Compliance, Engineering and Sustainability. For the fourth consecutive year we finalized our Sustainability Report, developed according to the Global Reporting Initiative (GRI) standards, and since last year it is one of the main guides for our internal and external corporate communication. The report was launched in 2023 and included a keynote speech by Ms. Eliane Santos, with the theme “ESG challenges and opportunities”, open to our customers, suppliers, partners, and employees.

Among mistakes and successes throughout 2022, we arrive in 2023 even more resilient, motivated with several large projects to be executed throughout Brazil, taking quality infrastructure, and serving our clients with value engineering. Enjoy your reading and see you soon!

**Cid José Andreucci**  
CEO





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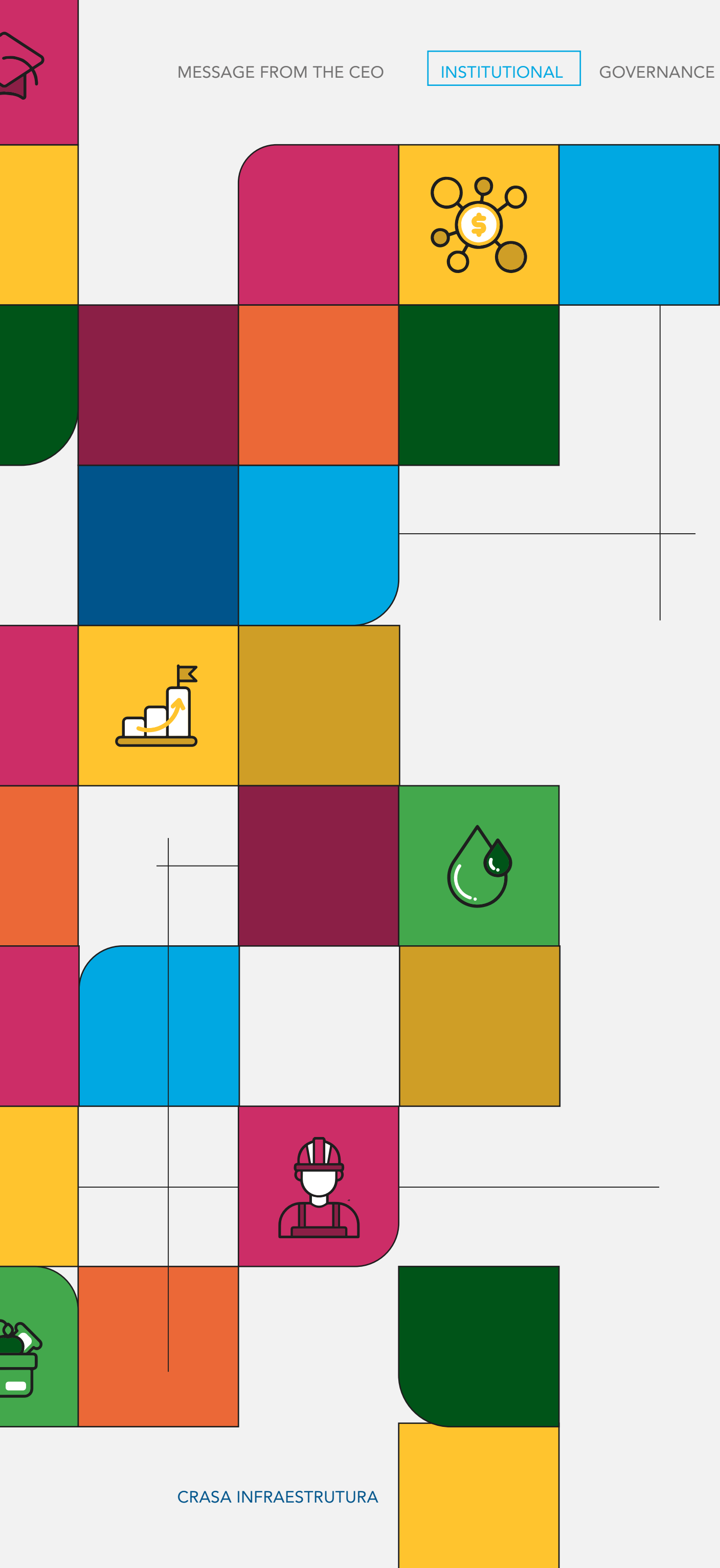
# INSTITUTIONAL

GLOBAL COMPACT

1 2 7







# About the report

The Sustainability Report base year 2022 of CRASA Infrastructure is the fourth consecutive edition of the publication, prepared in accordance with the GRI international standards. This report model exists since 1997 and follows the standardization created by the Coalition for Environmentally Responsible Economy (Ceres) and by United Nations Environment Programme. Its goal is to standardize and correctly manage environmental, social, and economic indicators within corporations. (102-52, 102-54)

CRASA has chosen the Essential category of the Report, which contains the minimum necessary information that defines the nature of the company. From the materiality matrix, which is the set of the most relevant topics to compose the document and show its commitment to a sustainable global economy, CRASA discloses to society the actions related to environmental, social and governance topics. To define the material themes, we used the materiality matrix carried out in 2021.

The Report involves information from January to December 2022 and has five main chapters (Institutional, Corporate Governance, Operations and Engineering, Environmental and Social) and covers information about the headquarters and the works in operation in the year 2022, as well as relevant data about the organization. CRASA informs that there were no changes and/or reformulation of informa-

tion referring to the previous report. We also inform that this report has not been submitted to an external verification. (102-48; 102-49; 102-50; 102-56; 207-4)

The conception of the document had external assistance from the company Básica Comunicações in the elaboration of the content and writing of the texts.

Within the five major topics, the Institutional one covers the history and performance of CRASA

Infrastructure, besides presenting the concept and methodology of this Report.

Corporate Governance brings together information from the Executive Committee and the Internal Committees. This topic deals with CRASA's relationship with Public Authorities, Institutions and Society, Technological Repositioning and actions in the areas of Compliance and Anti-Bribery, Procurement, Information and Communication Technology, Innovation, Economic and Financial. (203-2)

Operations and Engineering contains information about the status of CRASA's works that occurred in 2022, being them the CRASA Ghella Consbem (CGC) Consortium – SP Metro Line 2 and CRASA Itinera Binary II Port of Santos Consortium. Additionally, it also deals with the works in the Specific Purpose Company model, which are the ICCR 153 (Uruaçu/Goiás) and ICCR 135 (Curvelo/Minas Gerais). (204-1)

In the Environmental chapter, the text provides an overview of the environmental preservation, prevention, and impact reduction actions of the company's activities on the environment.

In Social there is an overview of the main results involving the Human Resources and Quality, Safety, Environment, and Health sectors. It deals with actions carried out with stakeholders based on the concepts of well-being and mental health. The text presents good practices, benefits, results, and actions in health and safety at work.

Additionally, the report presents the president's message, a materiality matrix, and the timeline of actions taken throughout the year, divided by quarters.

As of the publication of this report, CRASA has not identified any reformulations of information or significant changes in relation to the period covered by the previous report. The modifications related to the scope and limits are duly contemplated in the topics that make up the document. The previous report was released in April 2022. (102-46, 102-51)

Welcome  
to CRASA  
Infrastructure.



# About CRASA Infrastructure

Headquartered in Curitiba/PR, CRASA Infrastructure is a company incorporated by means of a closed corporation, governed by bylaws and applicable legal provisions. The company's head office is located at Mario Tourinho Street, 1746, in the Seminário district. (102-1, 102-3, 102-5)

It was founded on January 14, 2019, incorporating technical experience of a Group with more than 70 years of performance in the Engineering segment and works executed throughout the country. We highlight the special projects carried out on the Highway (descending lane), BR-101 Highway (duplication and restoration), Bauru Highway (duplication), Cable-stayed Bridge (Curitiba), the Paraná Central Railroad, and bridge "Alças da Ponte", connecting the bridge Rio Niteroi to Av. Brasil and Linha Vermelha, in Rio de Janeiro. (102-2, 102-4)

CRASA demonstrates its commitments and intentions by meeting the requirements of International Organization for Standardization (ISO) norms, using its Integrated Management System as an inductive agent of the following themes: Quality Management ISO 9001, Anti-bribery Management System ISO 37001, Conformity Assessment of ISO 19600, Environmental Management ISO 14001, Occupational Health and Safety Management ISO 45001, and the Brazilian Program of Habitat

Quality and Productivity. Additionally, CRASA adopts in its operations risk management by identifying, analyzing quantitatively and qualitatively, monitoring, controlling, developing responses, and amortizing the risks.

Throughout 2022, it improved the activities of the Market Intelligence Center and made progress in structuring the Project Management Office. The company was audited by Ernst & Young (EY) for the second consecutive year, in a clear demonstration of the search for transparency, quality, and trust of its stakeholders. EY is a global company responsible for performing independent audits that increase the recognition of corporations in the local and international market, and aims to audit commercial, fiscal, and business processes carried out with transparency and ethics. (207-2)

*Following the premise that "Everything can be built", CRASA is a signatory of the United Nations Global Compact since 2021 and puts into practice all the actions related to its segment to achieve the goals of the Sustainable Development Goals.*

Also in 2022, CRASA obtained the renewal of the Great Place To Work (GPTW) seal, which

attests to good practices related to the work environment.


Although the satisfaction of CRASA's employees has remained at the same level, this time it was visible the increase in the score received in relation to the perception of the company's employees as a whole. Fundamental topics have been improved, improving on the relationship of employees with their superiors, trust in the organization, loyalty to teammates, and greater accomplishment with their work.

It also started the reformulation of the internal culture of Environmental, Social and Corporate Governance (ESG) in search of greater alignment and continuity in good market practices guided by the acronym. ESG encourages companies all over the world to work on values related to the environment, society and management in their businesses. The purpose is to add social objectives to the day by day operations of corporations.

All these initiatives have enabled CRASA Infrastructure to move from 77th place in 2021 to 73rd place in the 2022 Brazilian Engineering National Ranking, published by O Empreiteiro magazine. The company makes up the list of the most relevant companies in the construction and engineering area and is also ranked 11th in the Southern Region. Even as a young company, born in 2019, achieving recognition in such a

short time is proof that dedicated work, ethics, and responsibility generate results. (102-7)

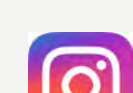
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[@crasainfraestrutura](https://www.instagram.com/crasainfraestrutura)

 **Youtube**  
**CRASA Infraestrutura**

(102-53; 207-3)





## Purpose

To build, through engineering and best management practices, results, and sustainable solutions in the infrastructure area, in order to provide society with more comfort, quality of life, and opportunities.



## Vision

To be seen by the market as a reference for constructive and management excellence in the infrastructure area, through sustainable growth (economic, social, and environmental).



## Values

*Integrity*  
is the basis of our relationships;

*Innovation*  
to generate value and overcome challenges;

*Respect and commitment*  
to people;

*Transparency*  
in all our actions;

*Trust*  
that generates credibility.

CRASA Infrastructure’s activities are guided by the purpose of Value Engineering. It executes large works with efficiency and total respect for processes, people and the environment. CRASA offers intelligent solutions for planning and execution of large works in highways, railroads, ports and airports; besides acting in undertakings in the areas of sanitation, mining, industrial and energy.

Based on solid values and innovative strategies, CRASA keeps its focus on the intelligent execution of all projects where it operates, minimizing construction costs, increasing productivity, reducing environmental impacts, and seeking a healthy relationship with the surrounding communities. (102-16)



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# CORPORATE GOVERNANCE

GLOBAL COMPACT

1 2 3 4 5 6 7 9 10



MATERIALITY



+ Learn more about our material topics on page 45

SDGs





CRASA’s corporate governance focuses on strengthening the culture of trust in the organization, both internally and externally. The model applied by CRASA Infraestrutura has five main bodies: Board of Directors; Executive Committee; and the committees People and Sustainability; Audit, Risks, and Integrity; and Innovation.

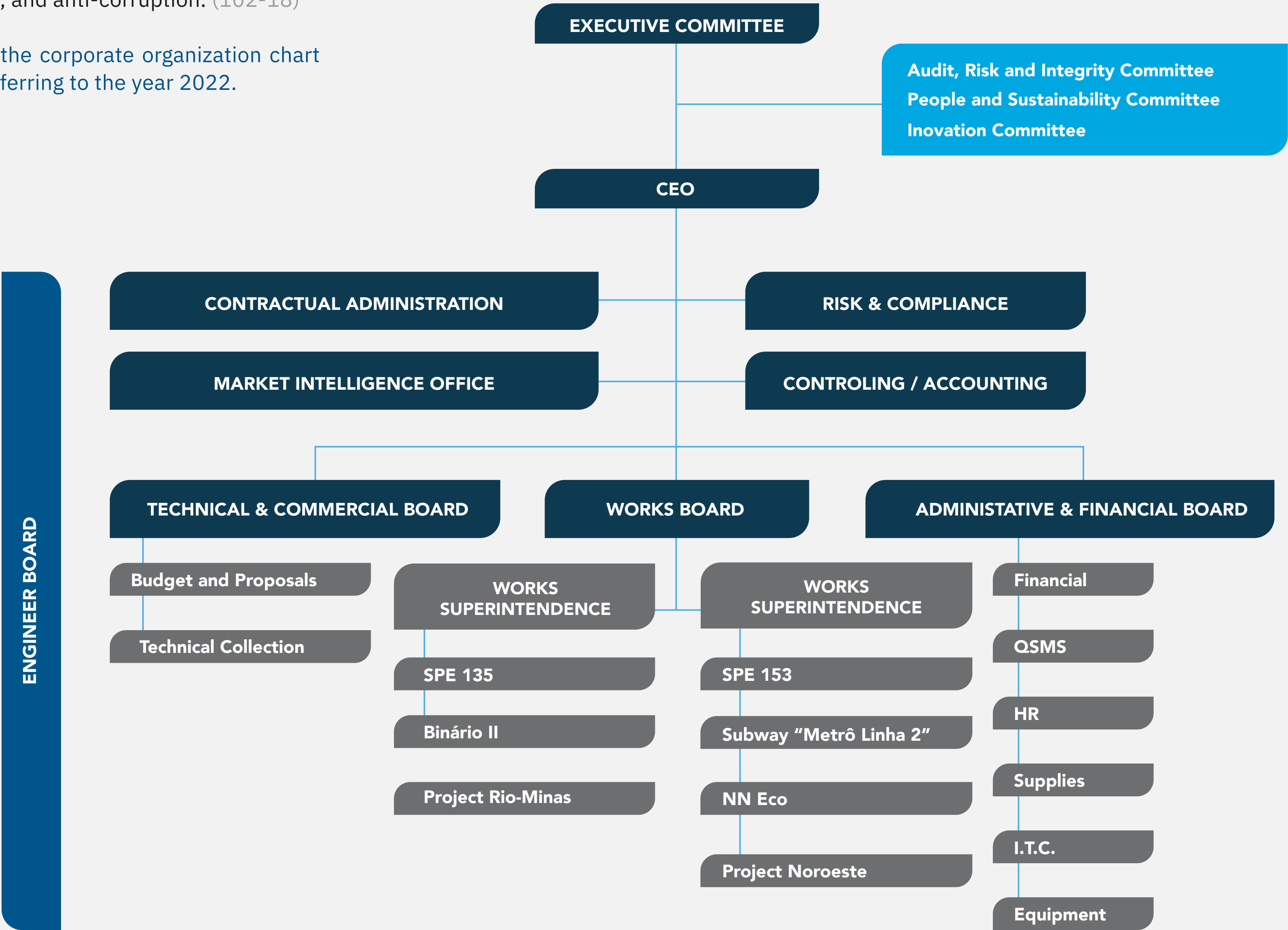
To maintain compliance with the norms, laws, and procedures of the regulatory and inspection agencies, CRASA follows the standards of the Code of Best Corporate Governance Practices of the Brazilian Institute of Corporate Governance. This document is based on four principles: Transparency, Equity, Accountability and Corporate Responsibility. (207-2)

With respect to the bidding process, in which the company participated during the reporting period, we respect our competitors and the national and international laws that control competitive market practices, and to date CRASA has no lawsuits related to unfair competition, trust or monopoly practices. (206-1)

Based on these principles, it adopts its own guidelines that guide the actions of shareholders, directors, and employees. The main document is the Code of Ethics and Conduct, which serves as the basis for the Compliance Program. The tripod Purpose, Mission, and Values, which guide the company’s conduct and the fact that it is a signatory of the UN Global Compact, show that CRASA is always attentive to good

practices in the areas of human rights, labor, environment, and anti-corruption. (102-18)

To the side, the corporate organization chart of CRASA, referring to the year 2022. (102-18)





# Advisory committees

(102-22)

The advisory committees of CRASA Infrastructure are formed by employees from different areas who participate in monthly meetings with the aim of strengthening, expanding, and improving the internal processes of the company. The agendas revolve around good corporate governance practices, and the members of the Committees have the task of disseminating the organizational culture and monitoring the effectiveness of the actions. The Internal Committees also identify opportunities for improvement and liaise with the company's Top Management.

Following good corporate governance practices and internal guidelines, at the end of the year 2022, the two-year cycle of committees ended, with a new formation of committees for the year 2023.



Committee coordinators in the year 2022, and Committee coordinators in the year 2023.



Get to know the Internal Committees at CRASA Infrastructure:

## People and Sustainability Committee

The main responsibility is to advise the Board of Directors and the Executive Committee in defining people management strategies, elaborating goals for evaluating the board’s performance, and recommending good practices related to sustainability for the development of the business.

### Actions:

In 2022, the People and Sustainability Committee discussed issues related to the quality of life of direct and indirect employees who work on construction sites. The quality of the cafeterias was evaluated with the participation of the Human Resources, Supplies, Finance, and Proposals areas, which sought new alternatives to improve the food offered.

After analyzing the previous climate surveys, the Committee recommended to the board to improve the survey data to obtain the GPTW certification, as well as the communication of the certificate in the company’s networks. Finally, the Committee met with the sectors Market Intelligence Center and Quality, Safety, Environment, and Health to resume important themes such as innovations and sustainability in the works recommending plans for water reuse, use of clean energy, and mitigation of greenhouse gases. (403-4)

Committee members: Ana Flávia Correia Santos (coordinator), Altair Alegro Zanona, Helryn Becker e Wilson Seiti Okada Junior.

## Audit, Risk and Integrity Committee

The main responsibility of this committee is to advise the Board and the Executive Committee in the assessment of risks inherent to CRASA’s activity. To ensure the aspects of transparency, legal compliance, and internal business controls; to monitor financial statements and audits carried out in the company to ensure that all processes are adequate and in compliance. The objective

is to act preventively against risks, carrying out studies and recommendations with the possible participation of other collaborators. (205-1; 207-2)

### Actions:

An internal accounting audit was carried out at the CGC Line 2 Consortium work, with members of the Committee and of the Human Resources and Quality, Safety, Environment and Health sectors centralized.

Committee members: Jean Marcel Lell (coordinator), Luan Marcell de Assis Reichardt, Valdir Aparecido Coelho e José Carlos Lopes dos Santos.

## Innovation Committee

The main responsibility is to advise the Executive Board and the Executive Committee on activities related to research and innovation, in order to reinforce these themes as company values. The group also evaluates projects, initiatives, and investment proposals from the company in this sector.

### Actions:

The Innovation Committee implemented SAP B1 at the headquarters, starting in January 2022. Throughout the year, complementary and integrated systems were incorporated for: purchasing processes (Contract Plus); third-party contract management (AddOn SAP) and Business Process Outsourcing (BPO) for payroll (Employer, QHSE management (RS Data)); field notes; construction and transportation management (SiMova) and Power BI (Vista Management).

The Committee also carried out the adaptation of administrative processes to comply with the

Committee members: Alan Diones Ferreira da Silva (coordinator), Bruno Monticelli Amorim, Sergio Consalter e Ricardo Lopes Monteforte.



## Market Intelligence Office

The Market Intelligence Office was created in 2020 within the management structure of CRASA. Defined as a structured sales process, the nucleus aims to encourage the signing of new contracts for CRASA Builder and new business for CRASA Investor. With the responsibility of aligning the commercial development process and activities with the company's strategic planning, the Market Intelligence Center works constantly to improve its tools for monitoring and controlling market opportunities. This process of continuous improvement promotes loyalty and good relationships among all stakeholders, and ensures that CRASA has greater transparency, innovation, sustainability, traceability, and integrity in its business actions.

The activities carried out in 2022 were preponderant for the Market Intelligence Center to reach a significant stage of maturity, thus adding value to the company. This can be evidenced by the numbers achieved by the core in the year in question. The intensive market mapping and the registration with potential customers have resulted in CRASA receiving dozens of invitations to perform infrastructure works throughout the country, divided between the segments of highways, railroads, ports, sanitation, mining, energy, and the industrial sector.

For this margin to materialize, the Market Intelligence Center was responsible for holding

numerous meetings with potential partners and customers, technical visits, and registration. The center was also present at the 13th Brazilian Congress of Bridges and Structures (2022) with the objective of promoting the CRASA brand. In this opportunity, the Market Intelligence Center represented the company in a booth of the Business Fair, as well as made a presentation of the main challenges of the Rio-Niterói Bridge's Loops Project. Besides this congress, the Market Intelligence Center participated in five other national events where it could prospect, besides potential clients, possible partners for new business. In addition, the members of the nucleus were able to present the CRASA brand in the different committees in which they participate within the Brazilian Association of Infrastructure and Basic Industries and the Brazilian Association of Energy Recovery from Waste.

Technical studies were also conducted by the Market Intelligence Office during 2022. Materialized in documents and shared with other areas of the company, these studies had the purpose of highlighting the state of the art of certain themes of interest to CRASA.

Specifically about new business, the Market Intelligence Center was responsible for encouraging the company to sign several NDAs in 2022 to carry out studies and evaluations of potential opportunities. With the premise of building a virtuous cycle of new business

development, based on a well-established governance structure, environmentally correct, socially fair, and economically viable, the Market Intelligence Center has the technical support of other areas of CRASA to give greater robustness to the studies carried out.

In view of all the activities and products delivered in 2022, it is emphasized that the Market Intelligence Center is in a constant process of evolution. Under the premise that it is necessary to innovate with sustainability to build even more, respecting, however, the history and culture of the company, the nucleus remains engaged and motivated so that 2023 can be a year of even more deliveries and achievements.

**FEL methodology** (Front End Loading) applied to new business;

**Understanding** the procedure for expression of interest;

**Scenarios** and market trends;

**Insertion** of the theme "carbon sequestration" in CRASA Infrastructure;

**Management** of urban solid waste: a vision of CRASA on the segment;

**Collection**, treatment and energy use of biogas in landfills;

**Main barriers** to energy recovery from urban solid waste in Brazil; among other studies.



Participação da CRASA no 13º Congresso Brasileiro de Pontes e Estruturas





# Technological repositioning (203-2)

In 2022, CRASA continued the technological repositioning project that began in 2020 with the implementation of integrated systems in the Information Technology area. In 2022, it concluded another stage of the technological innovation project, implementing SAP Business One (SAP B1) in 100% of the activities performed at the headquarters. From this change, it began to follow global practices of the Engineering 4.0 market, ensuring innovative, digital, integrated, and reliable processes. In December, the company finalized the structuring stages for the implementation of SAP B1 in the construction sites managed by the company.

*This first phase ensured the maintenance of CRASA’s operation, providing operational stability to the activities while the team performed the necessary interventions for the technological repositioning. The year 2022 was marked by the migration of CRASA’s data to a secure accounting platform, thinking about the global scenario of the data era.*

The premises that guided this change are related to defining a global strategic positioning following the practices of the engineering market worldwide, ensuring data integrity and information reliability, providing strategic vision of the business for decision making, establishing standards in the processes and operational efficiency, seeking solutions for Industry 4.0 from IoT (Internet of Things), robotization of processes and routines providing sustainable business growth.

## SAP Business One

To replace Protheus, the ERP system that the company used until the end of 2019, the SAP business management system was chosen, a German platform that is a world leader in integrated management systems. SAP holds 50% of the corporate market for large companies, serves 25 sectors of the economy globally and is used by the most important players in engineering, construction, and areas related to CRASA’s core business.

By choosing SAP Business One (SAP B1), the company sought to decentralize operations, taking technology to the field and reaching all the construction sites executed in various regions of the country through consortia in which CRASA participates. The implementation took place in two macro phases: in 2021, data

migration was done for operationalization at CRASA’s headquarters, and in 2022, the work was dedicated to preparation for migrating the old ERP system to SAP in the construction sites managed by the company.

## SAP Project Phase 2

As of January 2022, CRASA’s headquarters will operate via SAP all activities in Management and Administration, Accounting and Finance, Inventory and Distribution, Production and MRP, Project and Resource Management, Sales, and Service Delivery, Purchasing and Operations.

The SAP project at CRASA was based on the premise of zero customization, i.e., reducing

the volume of necessary adaptations to a minimum level. This was one of the main challenges of the work, which involved data restructuring to guarantee that, after the migration, the company will have a system that is completely adapted to the most modern technology in the Engineering market.

The use of SAP B1 in the way it is delivered by the vendor facilitates integration with the database of other platforms, without the need to develop modules that are not part of the market focus of other companies. Without this impact, there is greater efficiency in system updates and integration with other systems used by the company.



**Compliance** – transparent, secure, and traceable operations that keep track of everything that is done in the platform, inhibiting deviations and inadequate use of resources.



**Security** – the data is protected against external invasions and the use by collaborators can be hierarchized, ensuring that sensitive data is only accessed by strategic users.



**Strategy** – the system is a leader in the international market, which enables CRASA to participate in business with players anywhere in the world.



The operation of SAP is based on three pillars:

In December 2022, the company concluded the schedule for the implementation of SAP B1 in the works: Binary II Port of Santos Consortium, SP Metro Line 2 Consortium.

The schedule followed a timeline identical to that used in Phase 1 and 2, applied at headquarters: activation of the environment for migration, data survey and process design, data imports, customizations, integrations, homologations, training, and tests. The forecast is that by March 2023 the entire process will be completed.

### Parallel Projects

The second phase of SAP implementation at CRASA ended in December 2022 and, over the months of work, allowed the company to operationalize the use of other cloud systems, all within the market standard.

### Payroll BPO

After choosing SAP as its ERP system, in parallel, the company looked for market systems that would serve other routine operations. Among them is the outsourcing of payroll, in a process called Business Process Outsourcing (BPO), when an activity that is not part of the focus of the business is performed by a contracted company. CRASA's payroll management is a project developed with Employer RH, one of the largest

Human Resources companies in Brazil.

With this partnership, CRASA obtained competitive gains in the area of people related to: agility, flexibility, integrations, simplification of human resources processes, with payroll data hosted in the cloud, protected, updated in real time and accessible at any time, and digital transformation of Human Resources, with unburdening of administrative teams and more time for strategic thinking.

Throughout 2022, all technological development, environment preparation, and data migration activities were carried out so that CRASA can operate the outsourced payroll both at the headquarters and at the construction sites. A dedicated service cell was developed for the Payroll and Electronic Timecard process, also counting on technical and legal support. The entire operational process was designed according to the company's needs.

Using a 100% online platform, there is a simplified and agile communication channel, where all open calls are managed by a team of specialists. The outsourced operation brought several benefits to the company, such as centralized communication, ease of insertion of new users, operation indicators in real time and Service Level Agreement (SLA) management in order to ensure the delivery of calls. Most importantly, this change allows the Human Resources sector to become more strategic, focused on the development and training of employees. The

work was completed in December 2022, with Employer's platform fully integrated with SAP and RS Data.

### SiMova Platform at the Binary II Port of Santos Consortium Work

By defining a technological model that supports the business, providing strategic vision for decision making, operational efficiency and sustainable growth, CRASA hired the company SiMova to implement the ConstruMobil system at the Binary II Port of Santos Consortium. SiMova uses technology to improve management and provide cost reduction, with specific focus on the construction sector.

ConstruMobil/SiMova operates in a web or application environment, and its main benefits include the possibility of recording precise data from construction sites in real time, with online monitoring of the evolution of activities, communication between field and office, and data analysis for continuous improvements.

### RS DATA Platform

Another project parallel to SAP was the hiring of RS Data, a specialist in digital management for Occupational Health and Safety. RS Data is considered one of the best softwares for integrated management systems in the areas of Safety and Occupational Medicine. The integration of RS Data with the Payroll BPO (Employer) occurred successfully in December 2022.

This integration brought greater data security in the processes related to employee management, thus ensuring agility and quality in system communication and in sending data to the E-social.



Binary II Port of Santos Work - Santos (SP)



## General Data Protection Law

In 2022, CRASA began the implementation of the personal data protection program at the company’s headquarters. The project observed the consonance with the provisions of Law nº 13.709/2018, better known as the General Law of Data Protection, which regulates the activities of personal data processing by companies. And, also, the Brazilian Civil Rights Framework for the Internet, which determines principles, guarantees, rights, and duties for internet users, both individuals and companies.



Registration of the 3rd CRASA Day 2022, themed “LGPD Program” (with Tiago Dutra and Denise Tavares.

Compliance with the legislation is part of CRASA’s Compliance policy, and the General Law of Data Protection project foresees four phases: mapping of personal data including the structuring of the company’s existing personal data processes and life cycle; risk analysis involving the understanding of personal data, life cycle and privacy and security risks; action plans and implementation considering the planning and implementation of the personal data protection program; and finally, monitoring and governance aimed at keeping up with business dynamics, new processes, awareness, incident management, rights of data subjects and the National Authority for Personal Data Protection.

With support from Tumim7, a provider of solutions for implementing the General Law of Data Protection in companies, CRASA carried out a series of activities in 2022 including: privacy and data protection training; sending questionnaires and meetings (interviews) for mapping the life cycle of personal data) and security; analyzing privacy processes against the requirements of the General Law of Data Protection and understanding the current situation of Information System processes against ISO 27001 and General Law of Data Protection and identifying and recording privacy risks encountered and identifying Information Technology and Information System risks.

The main results of the implementation of the

General Law of Data Protection program in 2022 were:

Elaboration of a privacy policy document establishing the rules for the collection, processing and use of personal data by the company, available at <https://www.crasainfra.com/politicadeprivacidade>. Visitors can find the definitions of the General Law of Data Protection, the information collected, rights and a channel to request the data collected.

Creation of a specific communication channel to deal with privacy issues, by the e-mail [dpo@crasainfra.com](mailto:dpo@crasainfra.com).

Preparation of the infrastructure with the adequacy of technological infrastructure, with updates in the firewall server, implementation of Captive Portal in the Wi-Fi network, registration of equipment in the firewall. With this, the company increased the security of the data network within the rules of General Law of Data Protection and the Brazilian Civil Rights Framework for the Internet. (205-1; 205-2; 205-3)



# Social Responsibility

With the commitment to social responsibility and aware of the impact that CRASA’s operations bring to the regions where it operates, actions have been taken to cause a positive impact, where the company has sought to conduct initiatives that contribute to the economic development and improvement of the infrastructure of localities, providing its residents with better opportunities.

## Sementes das Palafitas Association

Located in Santos/SP, the Sementes das Palafitas Association is a Center for Child and Adolescent Care, which offers education and extension, through projects for developing the capacity of children and adolescents. CRASA contributes with a lecture on the theme Recycling and its importance for the preservation of the planet and a ludic activity based on music.

On Tree Day, CRASA held an activity at the Sementes da Palafita Association with a lecture on the importance of the date and how the flora contributes to the maintenance of ecosystems, regulation of the planet’s climate and preservation of biodiversity. Then, the movie “Importance of Trees” was shown and, after the screening, the children were taken to the Bons Frutos Association community garden, maintained by neighborhood residents and the Bons Frutos Association. There, the association’s instructors taught the children

planting techniques and each of them planted a seedling. The purpose of the activity was to awaken in the children a respect for the environment.

The Solidary Christmas has the objective of bringing a little happiness to children in needy communities. The intention is to provide a day that is different from the one they are used to. CRASA supported with the donation of several toys that helped 1,500 children from the Sementes da Palafita Association, Solidarity Fair, located in the Alemoa neighborhood, and Melhoramentos Society, located in São Manoel Garden, all of them in Santos.



Collaborators of the Binary II Port of Santos Consortium, making the delivery of donations for Christmas Solidarity with the Sementes da Palafita Association, in Santos-SP.

## Pequeno Cotelengo Health Complex

The Pequeno Cotelengo welcomes people with multiple disabilities (physical and intellectual) of all ages and from any region of the state of Paraná, who have been abandoned by their families, have suffered abuse, or live in situations of risk. There are about 230 people assisted by the institution, who receive shelter, education and health care. In April, CRASA participated in the Easter Solidarity action with the donation of 272 chocolates bars.

## Friends of Caximba

Friends of Caximba is a social project aimed at reintegrating underprivileged children and young people from the community of Caximba (district of Curitiba/PR), through children’s literature, recreational activities, recreational work and music. CRASA collaborated with this project through the donation of clothes in the winter clothes campaign promoted by Curitiba’s City Hall.



Collaborators from CRASA Headquarters delivering donations for Easter Solidarity at the Pequeno Cotelengo Health Complex in Curitiba-PR.



# Ethics and Integrity

(102-17)

The search for a culture of ethics and integrity is permanent at CRASA. It takes time and effort, but it generates value and reputation. Ethical companies that adopt the ESG context will be increasingly sought after and valued. CRASA seeks to permanently strengthen its instruments for detecting fraud and misconduct in order to prevent and respond proactively to possible situations and internal and external crises. (207-2)

The effective and transparent communication on this subject at CRASA, has the unrestricted support of Top Management, including the creation of an advisory service on the subject – Risks & Compliance.

In 2022, the Management led the 2nd Maintenance Cycle of the ISO 37001 (Anti-Bribery) Certification and ISO 19600 Conformity Assessment Certificate, achieved in 2020. The external audit found the increasing evolution of CRASA’s Compliance and Anti-Bribery Management System and the certificate was renewed for another year, effective until 4 November 2023.

Regarding the company’s financial statements, the Balance Sheet is independently audited by Ernest & Young (EY), a global leader in auditing services. With this, the Board reinforces its commitment to consistency, transparency, and quality of the accounting information, providing

confidence to stakeholders. (207-2)

CRASA considers its strategic planning an important element that establishes the guidelines and premises for the conduct of the company, including Compliance. Regarding this topic, the Top Management disseminates and encourages the effective participation of employees, in order to actively contribute to its preparation. (408-1)

During the preparation of strategic planning, the risks and opportunities are mapped, in addition to analyzing the market perspective and future scenarios, establishing the objectives for the next five years. This risk matrix considers the precautionary criteria, helping the organization to reduce or avoid negative impacts on the environment in its activities. Once the document is finalized, individual targets and action plans are defined and monitored through the Integrated Organizational Management System used by CRASA. During the reporting period there were no fines, notices of violation, or terms of adjustment of conduct related to the environment. (102-11; 201-2; 205-1)

## Dissemination of integrity culture

The permanent training of direct and indirect employees is one of the main objectives of the Compliance Program. For the constant evolution of the Anti-Bribery Management System, the company sends out communications and guidelines to encourage the engagement of its employees and third parties in relation to the

content of internal standards and applicable legislation, including the recent General Law of Data Protection.

In 2022, the monthly routine of releases and guidance covered the following topics:



Furthermore, in order to expand the reach and dissemination of the culture of integrity in the operational units, the “Compliance Ambassadors Program” was implemented in 2022. Currently, 13 employees make up the team and are responsible for multiplying the Compliance and Anti-Bribery culture in the company. The selected ambassadors work in various sectors of the headquarters and construction sites where CRASA Infrastructure is a leader. Through the program, they share information about Compliance policies and discuss actions to disseminate the content. The leadership of the Ambassadors is a key element in reinforcing the culture of integrity in the company’s day-to-day activities.

Regarding the goal of Compliance training, at CRASA the target is 2 h/employee per year. In 2022, the index achieved exceeded the target, reaching 2.5 h/employee, with special emphasis on the thematic actions at the construction sites that involved the subjects Combating Prejudice, Ethics Channel and Non-Retaliation Policy, Moral and Sexual Harassment, Unacceptable Practices, in addition to the integration of new employees and training aimed at young apprentices at the construction sites. Another highlight was the “Compliance Day by Day Program”, which offered specific training for the different sectors and teams responsible for the company’s management. (205-2; 207-3)

## Compliance and anti-bribery

The Compliance Program and the Anti-Bribery



Management System of CRASA Infrastructure aims to encourage the culture of integrity and monitor compliance with the Code of Ethics and Business Conduct and Compliance Policies, available at [www.crasainfra.com/portaldatransparencia](http://www.crasainfra.com/portaldatransparencia). Some elements may indicate the effectiveness of the program conducted within a company:



**Independet Ethics Channel**



**Clear and uniform penalties for all levels**



**Support from top management and transparent communication**



**Independence and autonomy of Compliance**



**Spreading the culture of integrity**

At CRASA Infrastructure these references are followed to the letter. The company has implemented and operates systems, instruments, and documents to ensure the disclosure and effectiveness of its integrity program as follows. (205-1; 207-3)

**Autonomy of Compliance**

**Penalties**

**Ethics Channel**



**Support from top management**

**Spread the culture**

### Independent Ethics Channel

The channel is a way to demonstrate CRASA’s commitment to transparency and ethics. It is operated from an independent platform – Safe Contact –, hosted outside the CRASA environment, with guaranteed secrecy, anonymity, and confidentiality.

It is available 24 hours a day, seven days a week, to report acts and events contrary to the principles, rules, and procedures set forth in the Company’s Code of Ethics and Conduct, in its internal policies, and in the legislation.

It can be accessed by employees, suppliers and third parties via CRASA’s website or:

**by phone**  
**0800 602 6911**

**directly at**  
**[contatoseguro.com.br/crasa](http://contatoseguro.com.br/crasa)**

In the reporting period there were no complaints involving issues related to the company’s code of ethics and internal policies, particularly with regard to discrimination. (205-3; 403-2 406-1)

### Clear and uniform penalties for all levels

The Code of Ethics and Business Conduct of CRASA Infrastructure is the document that defines the guidelines that should guide the conduct of employees in their relationships with customers, third parties, government agencies and society. In addition, the document establishes the penalties assigned to all levels in case of infractions and deviations.

The provisions of the Code also apply to service providers, suppliers, partners, and their employees. The commitment to observe the CRASA Compliance Program and the consequences of any non-compliance are included as clauses in the respective contractual instruments.

The Code is given to new employees during the integration process and is available to employees, suppliers, third parties and partners on the CRASA website at <https://www.crasainfra.com/codigo-de-etica>. (205-1; 205-2; 205-3)



Point your cell phone to the QR Code and access the CRASA Code of Ethics and Conduct.





## Independence and autonomy of Compliance

The Risk & Compliance Office is the structure responsible for guidance, disclosure, prevention and monitoring of issues related to Compliance and Anti-Bribery at CRASA. It has the autonomy and independence necessary to conduct activities such as investigating reports from the Ethics Channel, monitoring Compliance and reputational risk management, performing Due Diligence, and monitoring internal controls. (205-3)

Risk Management plays a relevant role in the evaluation of threats and opportunities to which the company is subject in its day-to-day business. Its premise is to monitor and evaluate the adequacy of the Risk and Opportunity Matrices to the Strategic Planning and the risk appetite defined by the Top Management. (201-2; 205-1)

Another fundamental instrument is Due Diligence, a process that involves the detailed evaluation of information on a company or person applying to maintain commercial or institutional relations with the company. In 2022, CRASA signed a partnership with Neoway,

Latin America’s largest Big Data Analytics and Artificial Intelligence company for business. The idea is to increase the efficiency of compliance and reputational risk assessment and decision-making agility.

In addition to these instruments, CRASA has an integrated ERP management system implemented in the areas of purchasing approval, contracting and other financial transactions. This allows the financial coordination, together with the Board of Directors, to monitor in a transparent way all CRASA’s transactions and accounting records, and to trigger the Risk & Compliance Advisory Services if there are questions about transactions within the company.

Finally, regarding the investigation of reports received in the Ethics Channel, the flow follows the anti-bribery parameters and procedures implemented in the company. The process guarantees impartiality in the evaluation of the content and independence in the attribution of penalties or recommendations. Cases of fraud or deviations are dealt with jointly with the Audit, Risks and Integrity Committee. In fiscal year 2022, there were no reports of fraud or bribery. (205-2)



Collaborators of the Metro Line 2 and Binary II Port of Santos consortiums, participating in the monthly Compliance campaigns. The themes addressed in the images were, respectively: Code of Ethics and Business Conduct, Policy of Non-Retaliation to Whistleblowers, and August Lilac (Month to Combat Violence Against Women).



# Relationship with public authorities, institutions, and society

Following good market practices and compliance with the laws governing public institutions, CRASA Infrastructure maintains transparent and healthy relationships with organizations in municipal, state, and federal spheres pertinent to its type of business. It is part of CRASA's Relationship Policy with Public Authorities and institutions the practice of "zero" tolerance with acts of corruption and bribery in the relationship with public agents or third parties. (207-3)

The cordial and ethical relationship extends to other institutions with which CRASA has contact, such as banks, public executive bodies, judicial bodies, and private companies. Through class entities, the company also seeks to maintain representativeness and proximity with all the players involved in the core business, such as the Heavy Civil Construction Union, the Brazilian Institute of Corporate Governance (IBGC), the Brazilian Institute of Finance Executives, Heavy Civil Construction Union of the State of São Paulo (SINECESP), Brazilian Association of Infrastructure and Basic Industries (ABDIB) and Brazilian Association of Infrastructure and Basic Industries (ABRH-PR). (102-13)

At the municipal level, the topics of interest to the company, aligned with market demands, are

dealt directly with the Municipalities, always guided by the ethical principles established in the Code of Business Conduct and Ethics and Anti-Bribery Policies. (205-1)

With respect to political parties, the company follows its own policy and the Brazilian electoral legislation, which prohibits financial contribution to electoral campaigns by individuals. (415-1)

Communication with society takes place through social networks and relevant content, always published on the official channels of CRASA Infrastructure on LinkedIn, Instagram, YouTube and via blog on the institutional website. The platforms are an important channel of relationship with society, where social campaigns, training, internal actions, announcements of vacancies for hiring, construction updates and innovations in Engineering and Technology are disclosed.

The Information and Communication Technology sector is also responsible, along with the other sectors, for broadcasting all the important campaigns and announcements made in the company, with publication via corporate e-mail and intranet for employees and other interested parties.

Metro Line 2 Work – São Paulo (SP)





# Supplies (102-10)

## Supplier relations

Throughout 2022, CRASA Infrastructure’s Supply management focused on cost reduction activities and, mainly, on the supply of inputs of curve A for the continuity of the works, amidst economic challenges, such as: inflation, rising construction costs, the water crisis and, consequently, the energy crisis, the war in Ukraine, and the remnants of Covid-19. Factors that drove the economic imbalance and that threatened the replenishment of commodities, mainly of mineral origin.

The need to reinvent itself required more proximity with the main market players and that relied on differentiated strategies in the process of prospecting for new suppliers and strengthening the relationship with current suppliers and partners. To this end, the Procurement area carried out several agendas during the year with the main players, with the main objective of redesigning the procurement scenario in the short term, while reinforcing long-term partnerships. The main objectives of these actions are related to the dedicated support in the negotiations/renegotiations of curve A products, which have more economic and financial impact for the business, aiming at important benefits for the company in significant price reductions, commitment to the delivery terms agreed upon in contract with the customer and, no less important, ensuring the financial health of the projects. (204-1)

In the same way that CRASA evaluates its suppliers, it is also evaluated by its customers, through a customer satisfaction survey. This analysis process is an important tool for measuring the degree of customer satisfaction with the products or services offered by the company. Through this survey, it is possible to identify the company’s strengths and weaknesses, understand the clients’ needs, and seek ways to improve service. In addition, the satisfaction survey can help the company make strategic decisions, such as launching new products or making changes in customer service. Periodically the company is evaluated according to engineering, equipment, safety, and environmental criteria. (102-44)

As an example, in an attempt to minimize the risks with the lack of inputs in the works, in their greatest need peak, strategies were studied and established, along with the Engineering and Contractual areas of the works, to guarantee the supply within the required delivery time, renegotiation and freezing of prices for a longer period, in addition to the division of supply of the main inputs and services, such as, for example, Steel and Asp halt and Aggregate Transport.

Considering the supply chain risks that guide the supply chain of a project, the main strategy of the corporate supply area is to work with more than one supplier per type of product and/or service, thus ensuring minimum negative impacts for the projects, the customer, and the company.

*Actions such as supplier management, integration with the planning and engineering areas, and maintenance of operational procedures, guarantee transparent and long-lasting partnerships, consequently maintaining security in project cost projections and decision-making.*

## Integration

In 2022, the Supply area had visits from reference companies in leasing and sales of heavy equipment, suppliers of steel and derivatives, besides presenting itself, via videoconference, to fuel suppliers and service providers, such as truck drivers (freight), while identifying new opportunities. Additionally, these contacts were made with other areas of CRASA, mainly the Proposals area. This movement brought a greater possibility of understanding new projects and ensured even more interface with suppliers, facilitating the negotiations, both in the proposal and negotiation phases. This strategy also gave the Supply area a more critical look in future decision making, besides focusing on more balance, transparency, and compliance in projects. (102-9)

For CRASA, there is no difficulty when efforts are combined with a single objective: doing the right thing, the right way. Strengthening con-

tact with the technical-commercial directorate, relating the negotiations on the status of proposals and the reality of ongoing projects, allowed more assertiveness and agility in the search for new players, because it made possible to understand in advance each scope, the main materials, and services to be used, as well as the need to prospect and approve new suppliers. These actions provide the preparation of proposals with real and competitive costs, trust, and integrity in the relationship with suppliers and customers.

Also in the first half of 2022, the Supplies area participated in agendas with the Market Intelligence Center to identify new opportunities and solutions. The meetings were based on strategic and mostly face-to-face meetings, to understand new business.





Reformulations

In 2022, the Procurement area followed an intense schedule of visits to the construction sites, holding meetings with the areas of procurement and contracting of third parties. These agendas contributed to the continuous improvement of the processes by means of reports and work support tools, such as, for example, the Quotation Map, and with this, gaps in the processes were eliminated, bringing more agility and transparency to the quotation, negotiation, and decision-making routines.

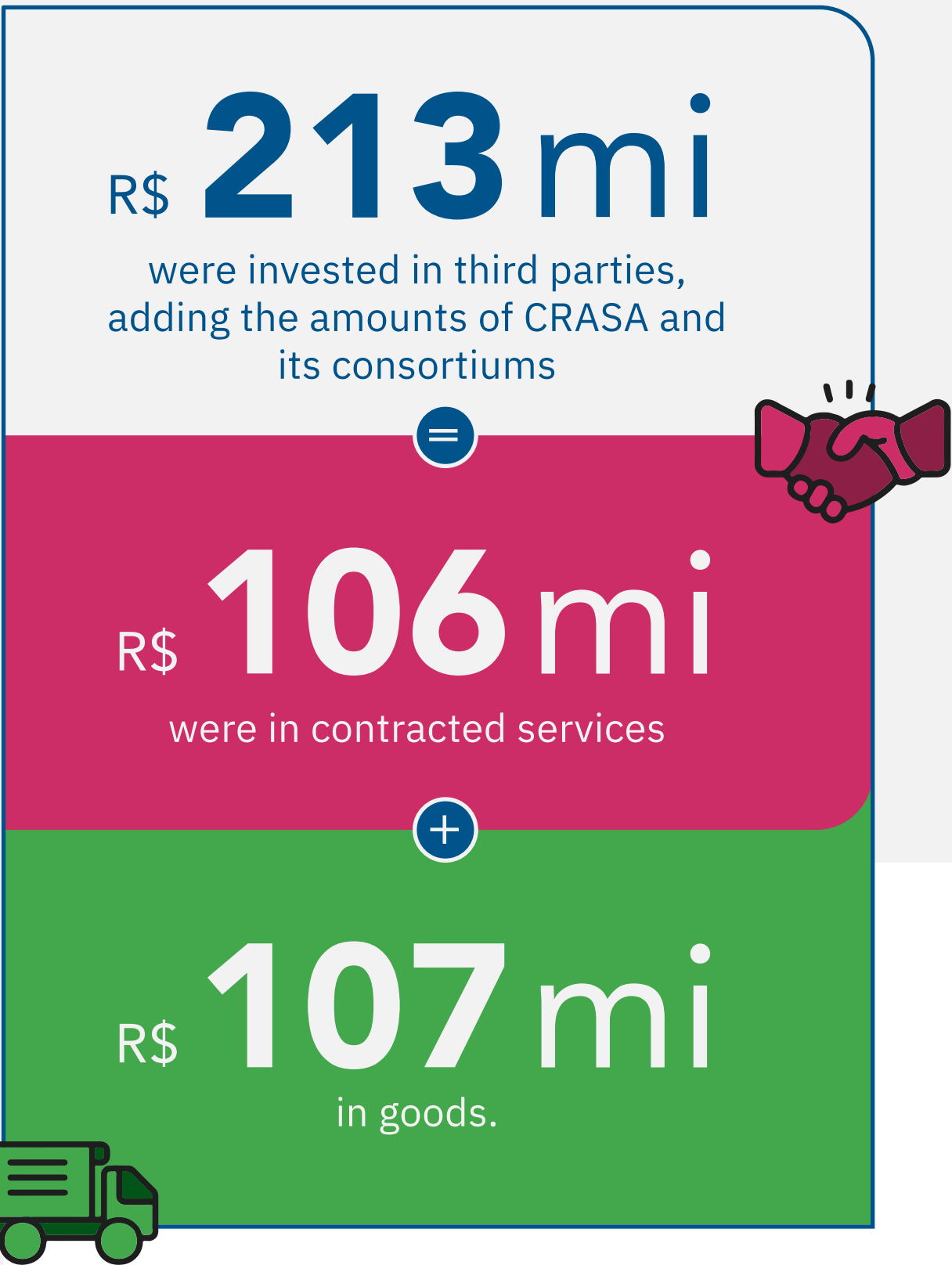
To further improve the area’s processes and ensure compliance throughout the acquisition flow, the Due Diligence process was reviewed with the Risk & Compliance area, and a great partnership was established with the company Neoway to ensure the veracity of the information.

At the end of the second half of 2022, an important step was taken in foreign trade and that motivated the beginning of an important partnership between CRASA and the Casco group in the feasibility study of imports. In parallel, the equipment area was created in CRASA and, due to the high demand for equipment foreseen for the projects, the feasibility study for the import of specific equipment was started, besides sharing the ABC curve of the current works and new projects for the feasibility study of import of materials, such as, for example, Steel and Derivatives, Wood, Tools, and Equipment Spare Parts. The work continues and should bring new scenarios to the company’s projects.

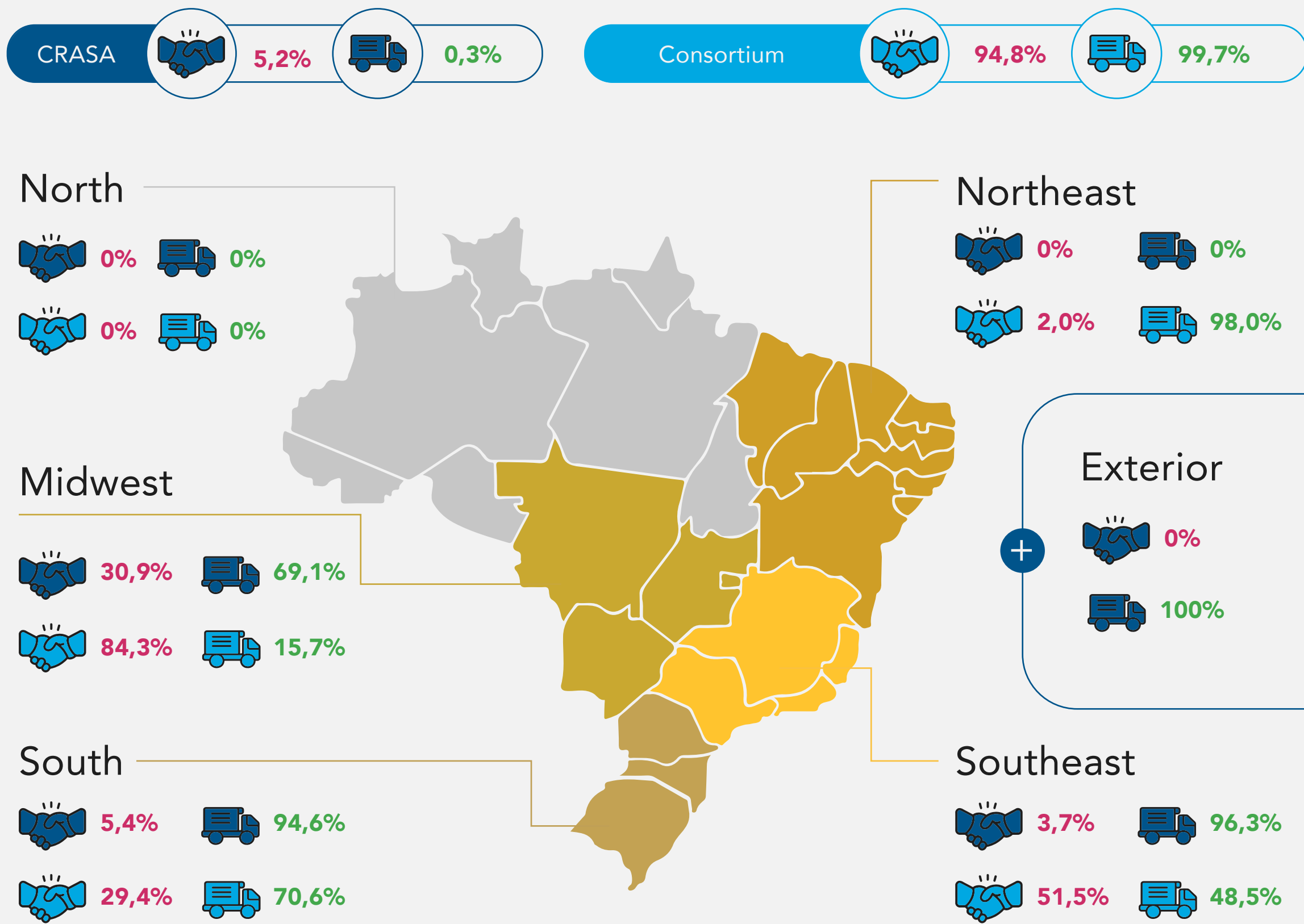
Performance Indicators

The strategic actions developed by the Supply management in 2022 allowed CRASA to mitigate the impacts of the global economic scenario on the works in progress. The prospection of new strategic partners and negotiations with current ones have maintained operations and provided growth in the contracting of services and the acquisition of goods, as shown in the results.

In total,



The suppliers of services and goods used by CRASA are distributed in four regions of Brazil – Northeast, Midwest, Southeast and South – with São Paulo being the state with 68% of the negotiations, Minas Gerais with 13%, Goiás with 9%, and Paraná with 9%.



The hiring of services contributes to the distribution of tax income to municipalities in the form of the Service Tax, which can be collected by CRASA (withholding) or by the service provider itself. Regarding the purchase of goods, the distribution of tax income is directed to the states through the Tax on the Circulation of Merchandise. (102-9; 203-1; 204-1)



# Global Compact

CRASA Infrastructure is a signatory of the UN Global Compact in Brazil, the largest corporate sustainability initiative in the world. The company is concerned with the guidelines for the promotion of sustainable growth and citizenship, through committed and innovative corporate leadership. It understands and is committed to the responsibility of contributing to the achievement of the Sustainable Development Goals, understanding that it has an essential role in achieving the goals, as a holder of economic power, a driver of innovation and technology, and an influencer and engager of the most diverse publics.

CRASA considers the 10 principles of the UN Global Compact in Brazil, as well as the Sustainable Development Goals related to its activity, in its strategic planning and individual goals of its employees.



# Certifications

ISO (International Organization for Standardization) is one of the most reliable and credible organizations on the market for technical standardization on a global scale. Its objective is to identify all the obligations to which the organization is subject and ensure that they are met in an organized way.

In addition, it indicates the need for the organization to have a documented information system, which is necessary for the effectiveness of the integrated management system.

In 2022, CRASA renewed its commitment to doing it right by means of recertification and/or maintenance cycles.

By Brazilian Management Certifier in the scope “Management of heavy construction works, projects and administrative services”, the 1st supervision audit of the NBR ISO 37001:2017 Anti-Bribery Management System, as well as the Compliance Statement of ISO 19600:2014 Compliance Management Systems.

By the Paraná Institute of Technology, the 2nd supervision audit of the certifications on the side:

## NBR ISO 9001:2015



### Quality Management System

Scope: Execution of heavy construction works, special art works, road works and basic sanitation.

## NBR ISO 14001:2015



### Environmental Management System

Scope: Management of heavy construction works, projects and administrative services

## NBR ISO 45001:2018



### Occupational Health and Safety Management System

Scope: Management of heavy construction works, projects and administrative services

## PBQP-H SIAC: 2021



### Brazilian Habitat Quality and Productivity Program

Execution of Works – Level “A” - Sub-Sector: Road Works Execution





CRASA employees in annual get-together

## Great Place to Work (GPTW)

CRASA has been certified by Great Place to Work (GPTW) since 2019, when the global consulting firm recognized the company as one of the best companies to work for in Brazil. The seal is renewed every 12 months based on organizational climate surveys, which verify the corporate environment from the responses of the employees themselves.

In 2022, the survey was conducted in June and, in addition to the renewal of the GPTW seal, it is also a tool to identify opportunities for improvement in the corporate environment. Based on the results of the previous year (2021), CRASA developed a set of actions to promote greater quality in the day-to-day work and well-being of employees.

*As a result, the 2022 survey obtained a satisfaction rating of 85, which guaranteed the renewal of the certificate. The questionnaire was sent to 60 employees, with 59 respondents and a 99% participation rate.*



# Innovation

Innovation is one of the most important values for CRASA Infrastructure. In 2022, the company innovated by using drones to create virtual construction models, combined with the BIM 4D platform to achieve maximum efficiency on construction sites.

The tools were used in the Binary II Port of Santos Consortium, and in May the drones began to operate in the expansion works of the road system located in the access to the city of Santos/SP by Anchieta Highway (SP-150). The technique, already used in other CRASA projects, has been gaining more and more space in the market. In this case, the technology is used to capture reality from sensors that register the properties and shapes of existing objects.

The role of the drones is to travel over the areas with such onboard sensors, using high-resolution cameras and laser profiling equipment (LiDAR) to scan all the locations that may be of interest to the project. From the billions of points collected a 3D digital model is created, replicating the entire asset with high accuracy.

In this project, the representation of existing conditions is intended to assist in the development of the Virtual Build model of the asset. The combination of the Existing Condition 3D BIM Model and the Design Build 3D BIM Model enables the identification of interferences before the mobilization of the activities in the field.

Technology guarantees the collection of information that previously would have been very difficult or even impossible to obtain. It also brings security and assertiveness for planning, measurements, and verifications that need to be performed on a daily basis. The greatest benefits are high productivity and high precision, in addition to the visual quality of the material, which facilitates understanding.

With the use of drones for reality capture, it is possible to obtain a productivity about 15 times higher compared to surveys carried out with the traditional surveying method. In practice, the accuracy of the technology is also impressive: the actions performed with high-performance devices commit, at most, sub-centimeter errors.

## BIM 4D

Regarding the adaptation to technology, CRASA already worked with BIM modeling technology, which facilitated the transition and subsequent use of drones. BIM is a collaborative way of working that is made possible by digital technology and involves the entire project team in the production of information. In recent years, BIM has become an essential process to facilitate the integration between engineering, construction, and operation. The increasing complexity of projects and the growing disparity between plan and execution have led to the need for BIM in the architecture, engineering, and construction sectors.

In October, CRASA Infrastructure started using BIM 4D, also in the Binary II Port of Santos Consortium. The process consists of combining properly prepared three-dimensional models with the schedule model, enabling simulations to be performed in a digital model of the construction, the Virtual Construction.

With the help of BIM, project teams have been

able to do their jobs with greater precision. Through reliable digital workflows, planning and scheduling professionals, cost management professionals, and project managers can better play their roles in coordinating construction.

### Among the main advantages of using 4D BIM are:

- Project schedule analysis from Virtual Construction.
- Simulation of scenarios with real-time visualizations.
- Constructability Analysis, that is, a study of the project’s execution stages and identification of possible interferences.
- Visualization and analysis of the critical path of the project.
- Identification and analysis of schedule risks and opportunities.
- Evaluation of project resources (material, labor, equipment).
- Dynamic sharing of the project planning and schedule with the interested parties (team, client, suppliers, etc.).
- More efficient site management and logistics.



4

# ECONÔMIC

(102-45; 201-1; 207-4)

GLOBAL COMPACT

10



SGDs



MATERIALITY





In 2022, the Company carried out activities in partnership with other companies, through the formation of consortiums, specific purpose companies (SPEs) located in Brazil. The economic information presented in this report refers to the participation of CRASA, as represented below (201-1):

Consortium	Country	% of participation 2022
Baixada Santista Consortium	Brazil	50%
Binary II Port of Santos Consortium	Brazil	50%
BR-050 Consortium	Brazil	50%
CSP-070 Consortium	Brazil	50%
Alças da Ponte Consortium	Brazil	50%
CRASA Ghella Consbem Consortium	Brazil	37%
PSG Consortium	Brazil	50%
NN Consortium	Brazil	50%
MG-135 Consortium	Brazil	50%
SPEs		
ICCR 135	Brazil	49,99%
ICCR 153	Brazil	49,99%

The year 2022 proved extremely challenging as we sought to adapt to the still-present impacts of Covid-19, in addition to the war between Ukraine and Russia and high global inflation. The year was marked by the achievement of a backlog of over R\$ 5 billion, which represents the solidity of a strategic plan built with many hands. The positive economic result is the consequence of the sum of efforts of several stakeholders and of the continuous work with seriousness and dedication, to generate sustainable deliveries once again to shareholders and to society.

Aiming at greater efficiency in the operation, the Company participates in Projects in the modeling of Specific Purpose Companies and, consequently, the movement is represented in the Net Equity Result. Thus, we have incorporated in the following chart the evolution of gross revenue considering the Company’s participation in these businesses.

*This view more clearly reflects the business, demonstrating that the Company maintained sustainable growth in 2022, presenting an increase of approximately 140% of total gross revenue compared to 2021.*

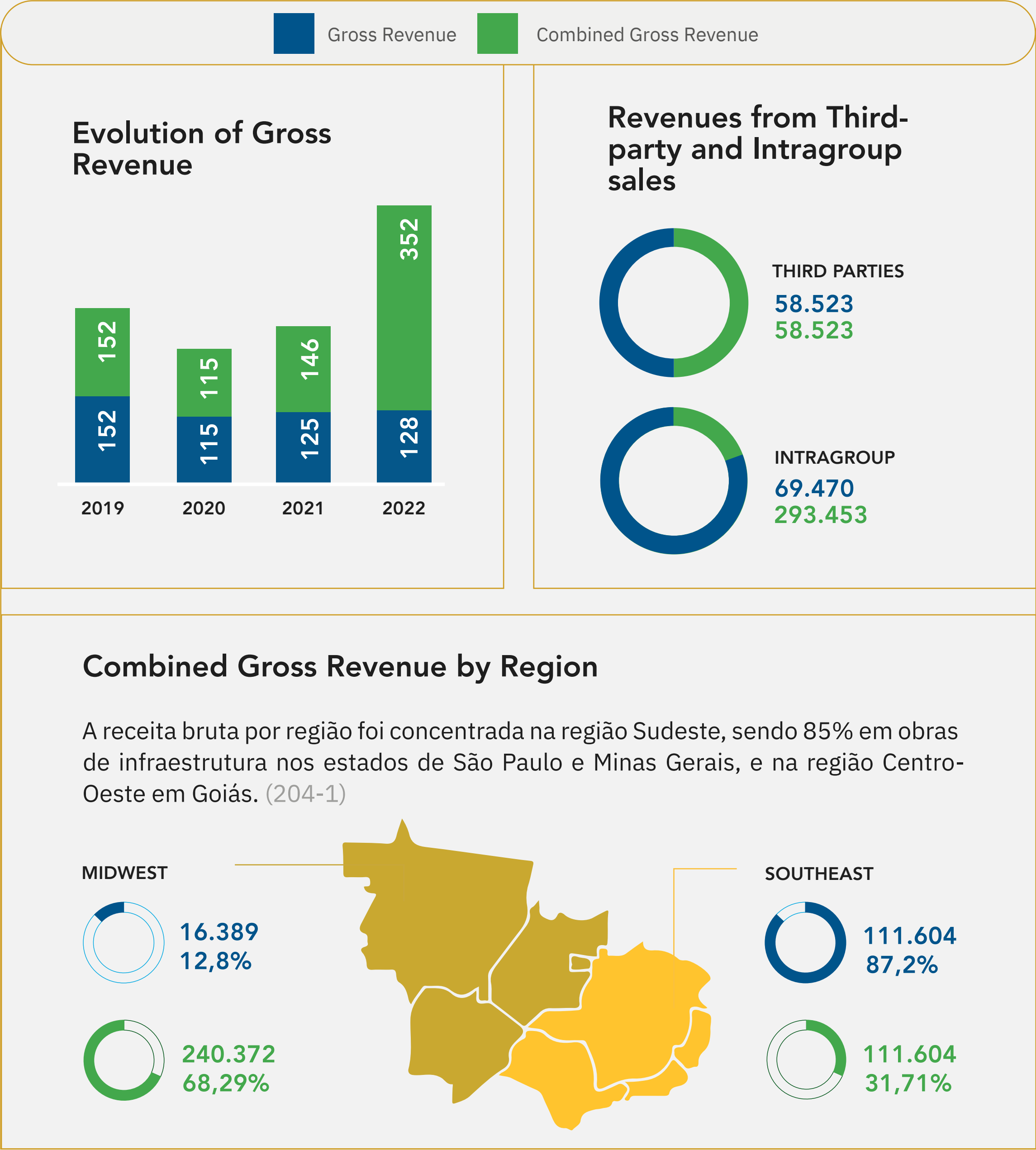


ICCR 135 Works, in Uruaçu (GO)



Metro Line 2 Works, in São Paulo (SP)







In 2022, the total added value to be distributed was approximately **R\$ 54 million**.

Net Revenue from  
Operating Activities

1st QUARTER	2nd QUARTER
20.210	26.066
3rd QUARTER	4th QUARTER
36.159	38.314

Revenue and  
Economic Result

In 2022, CRASA presented net revenues of R\$ 124 million, generating a net profit of R\$ 5 million to shareholders, representing a margin of 4% on net revenues.

Costs and Expenses  
from Operating  
Activities

In 2022, the company had R\$122 million in operating costs and expenses, representing 95% of gross operating revenues.

Its most relevant operating costs and expenses were personnel and charges, materials for construction, third-party services, and leases.

1st QUARTER	2nd QUARTER
28.791	28.385
3rd QUARTER	4th QUARTER
34.452	30.677

Adjusted EBITDA totaled **R\$ 4 million**, being **3%** of net revenue.

Third-party services and leases	-42.289	34,58%
Staff and charges	-37.063	30,30%
Supplies	-34.956	28,58%
Travel, stays and commuting	-2.283	1,87%
Other costs and expenses	-2.272	1,86%
Employee participation in profits and results	1.793	1,47%
Insurance	-833	0,68%
Depreciations and amortizations	-817	0,67%
	-122.306	



ICCR 153 Works, in Curvelo (MG)



# Profit/loss before taxes

In 2022, CRASA generated a profit of R\$ 6,007 million before IRPJ and CSLL, which represented 4.69% of gross revenue.

# Tangible assets other than cash and cash equivalents

CRASA has, in 2022, R\$ 4,079 million in assets divided into machines, vehicles, installations, and IT equipment.

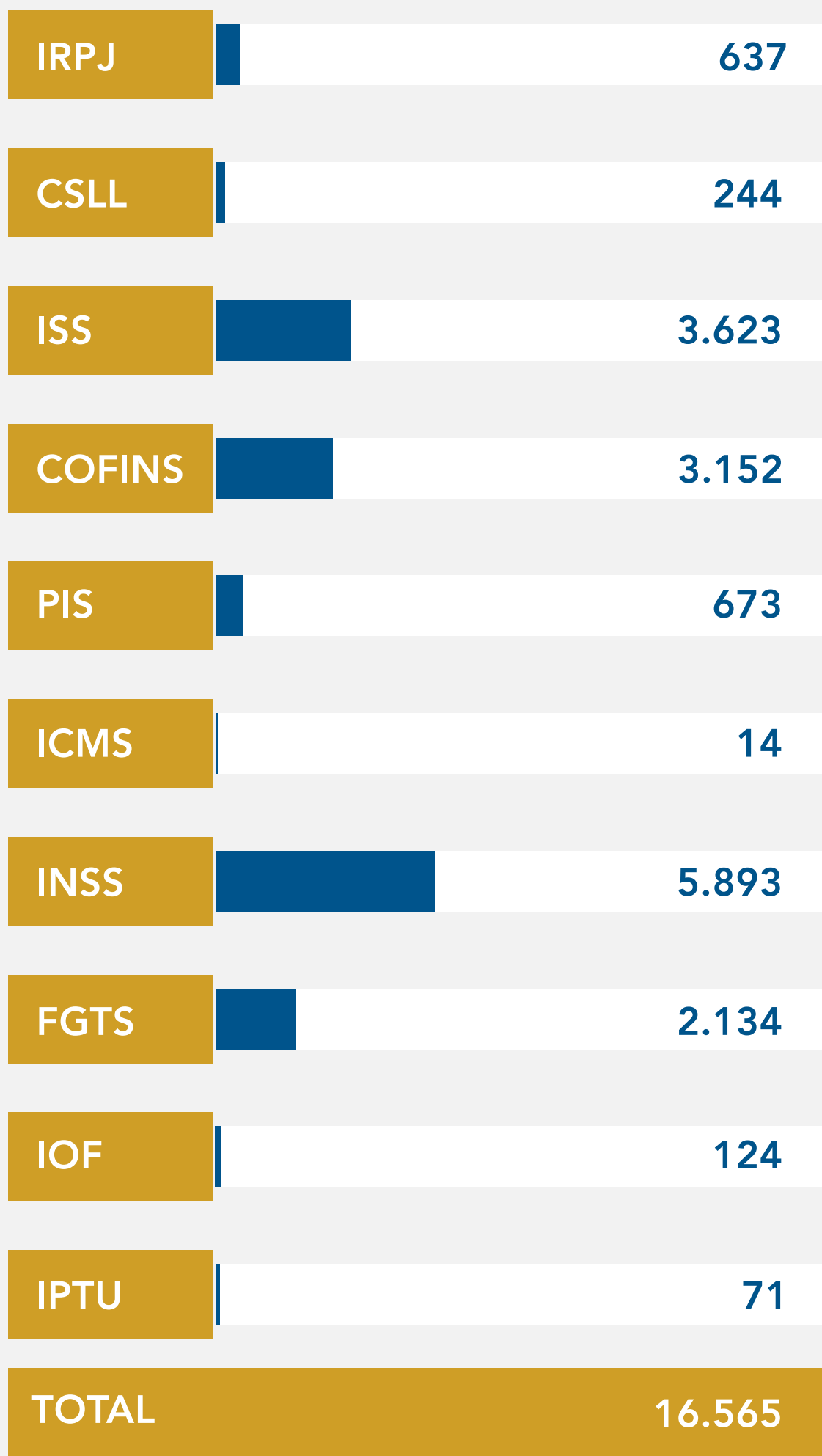
# Tax Benefits

The Worker’s Food Program, adopted on a voluntary basis since 2020, was continued. Thus, benefits such as meal vouchers, food vouchers and the cafeterias were improved, contributing directly to the well-being and quality of life of employees inside and outside the professional environment.

As from the program, the amounts disbursed with the benefits are deducted from the Income tax due.

# Taxes

In 2022, CRASA collected R\$16 million in taxes and contributions, representing a total of 12% of its gross revenue.(207-1)





# Digital finance

After three years of starting the @financeiro digital project, it was concluded that the maturity of the process was reached in the headquarters and in the works, where the leadership belongs to CRASA. The next step is, in 2023, to present the project to the company’s partners, for use in the works where CRASA does not have the leadership.

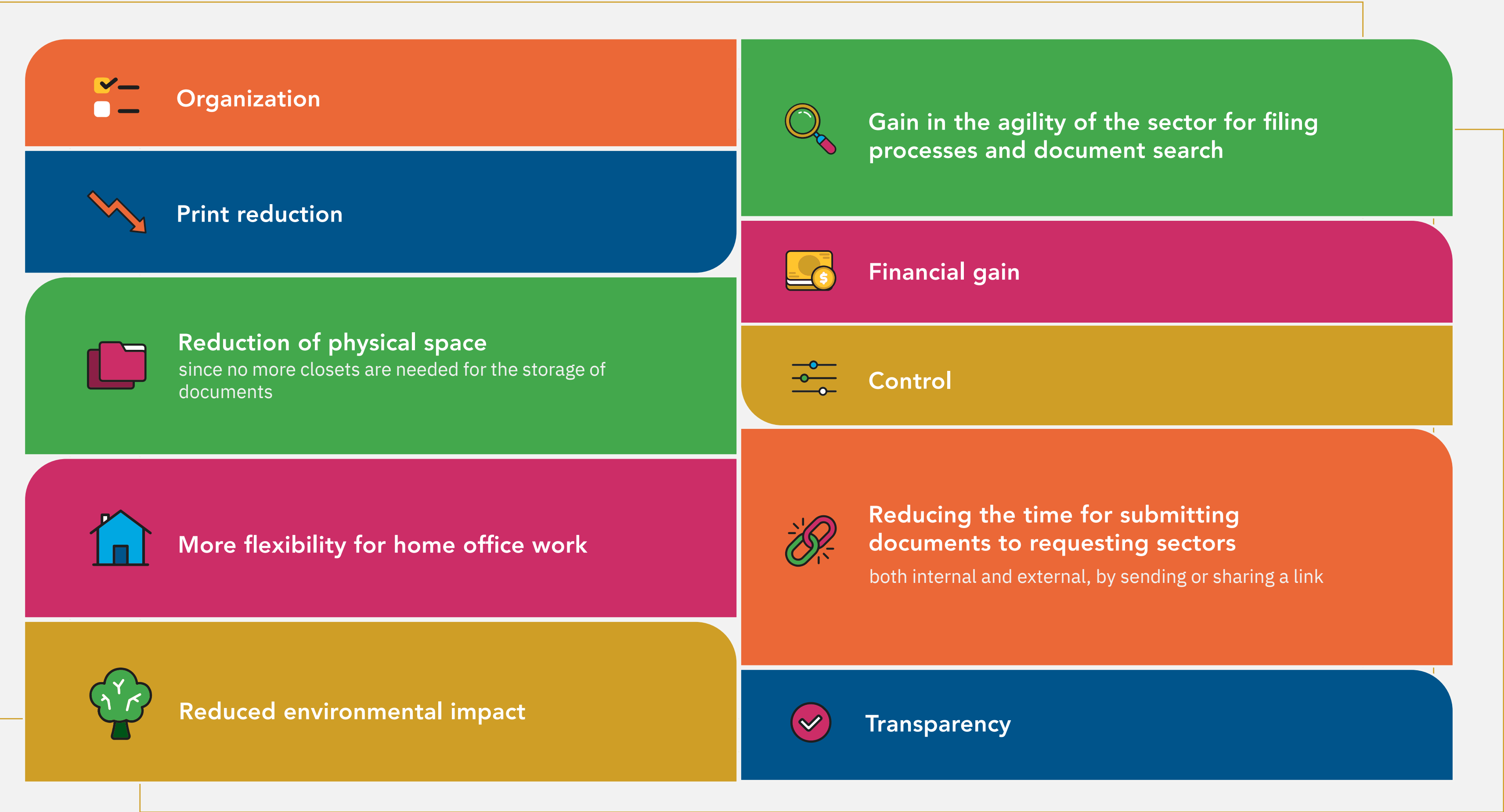
In the year 2022, the reduction in printing was even greater, because the banks also went through this modernization process and began to accept digitally signed documents. With this, it is possible to affirm that the reduction in printing reaches 98% compared to the beginning of the project. However, this process requires monitoring and continuous improvement.

## Financial Robotization

Aligned with the financial evolution process, CRASA started, in the last quarter of 2022, a new financial robotization project. This process will provide greater operational security, assisting in verifying the authenticity of documents, in addition to automating the payment process through VAN Banking. The VAN Banking is a system that allows the exchange of information between SAP (ERP) and the Bank in a secure way.

In the finance department’s routine, it is necessary to prioritize the main actions that will help the department. For this reason, tools like this make the work easier, optimizing time and freeing up employees for more cognitive work.

All these actions, and those yet to come, are aimed at achieving the organization’s goals:





5

# OPERATIONS AND ENGINEERING

(102-6; 204-1; 207-4; 403-1)

SDGs



MATERIALITY





# BR GO-050 Consortium

In 2022, CRASA Infrastructure pulled out of the project to expand and duplicate BR-050. The decision was made based on the increase in the value of commodities in a global economic scenario that presented a lot of instability in the first months of the year. Following an agreement with the parties involved in the project, CRASA ended its activities on the BR-050 highway after performing the duplication of 27 km and restoration of 218 km of BR-050 highway in Goiás, starting in the city of Cristalina and finishing the duplication of the highway on the border between Minas Gerais and Goiás.

# CRASA Ghella Consbem Consortium – SP Metro Line 2

**Penha Station – VCA<sup>1</sup> Penha – VSE<sup>2</sup> Padre João**

The Penha Station will be built entirely in an opencast trench (VCA), on land that already belongs to the metro, 136 meters long, 32 meters wide and approximately 24 meters deep. It is part of an expansion project that connects Line 2 – Green to the already existing station of Line 3 – Red. The plan also foresees



the connection to other modalities, such as bus terminals, to distribute the flow of passengers and bring more quality of life to the residents of the city and the surrounding area.

With completion scheduled for February 2027, the works for the extension of São Paulo Metro Line 2 are one of the most important public transportation projects in the city of São Paulo. Carried out by CRASA Ghella Consbem Consortium, the work has as part of its scope released for execution, the construction units of Penha Station, VCA Penha and VSE Padre João, all of them in progress.

## Penha Station

Among the main deliveries of the year is the return of the Rincão Stream to its normal course, which took place in June 2022. Since October 2021, the stream had been diverted to a 120-meter bed and now passes through a new reinforced concrete gallery with 4 meters high, 6 meters wide, and 30 meters long. The flow capacity is 37 thousand liters per second and the gallery is supported on top of the walls of the future Penha Station.

After this delivery, the CGC Consortium was able to close the provisional bed and proceed with the excavation works for the station’s underground terminal. Between July and August, the last 22 remaining lamellae for the containment structure were executed. Also in 2022, the following activities were carried out:

<sup>1</sup> VCA - initialisms in Portuguese to Opencast Trench  
<sup>2</sup> VSE - initialisms in Portuguese to Ventilation and Emergency Exit





Execution of containment with metal struts and ties, allowing the advancement of the excavation of Penha Station Line 2 (in progress).

Construction of the Metro and CPTM technical room buildings (in progress).

Start of the vertical treatment of the tunnel embankment North face of Penha Station Line 22.

Star of the execution of the VSE Padre João containment walls.

Completion of the vertical treatments of the tunnel embankments on the North and South faces.

*In December, phase 1 of the project completed one and a half years of execution, reaching approximately **30%** of physical advance for the Penha Station of Metro Line 2 and **45%** in the advance of the VCA Penha*



# Binary II Port of Santos Consortium

CRASA Infrastructure has started the second phase of the works of the Binary Port of Santos. The binary is part of a broad project to improve access to the Port of Santos, one of the largest logistics hubs in the country. As part of the Baixada Santista consortium, formed together with Itinera Construções, CRASA is participating in the expansion of the stretch between km 61.5 and 65 of SP-150 and the construction of footbridges at km 62+900 and km 63+300.

There are two fronts in the project. The first one foresees the execution of special artwork: the implementation of Branch A, a viaduct that connects the São Jorge River bridge (under the responsibility of Santos City Hall) with SP-148 and the widening of the bridge over the Casqueiro Norte River (km 61+800) to three lanes.

At the Ramo 100 Viaduct (Cubatão), where the connection with the Casqueiro bridge begins, the works are in the paving phase, with all the stages of infrastructure, mesostructure, and beam laying having been completed by 2022.

Following the schedule, the infrastructure works, mesostructure, superstructure for the beam section, superstructure of the structured access, superstructure of the caisson section, and the overburden embankment, which has been under monitoring since August, were also delivered on Branch A. Here, CRASA applies its expertise in geotechnical services for stabilizing

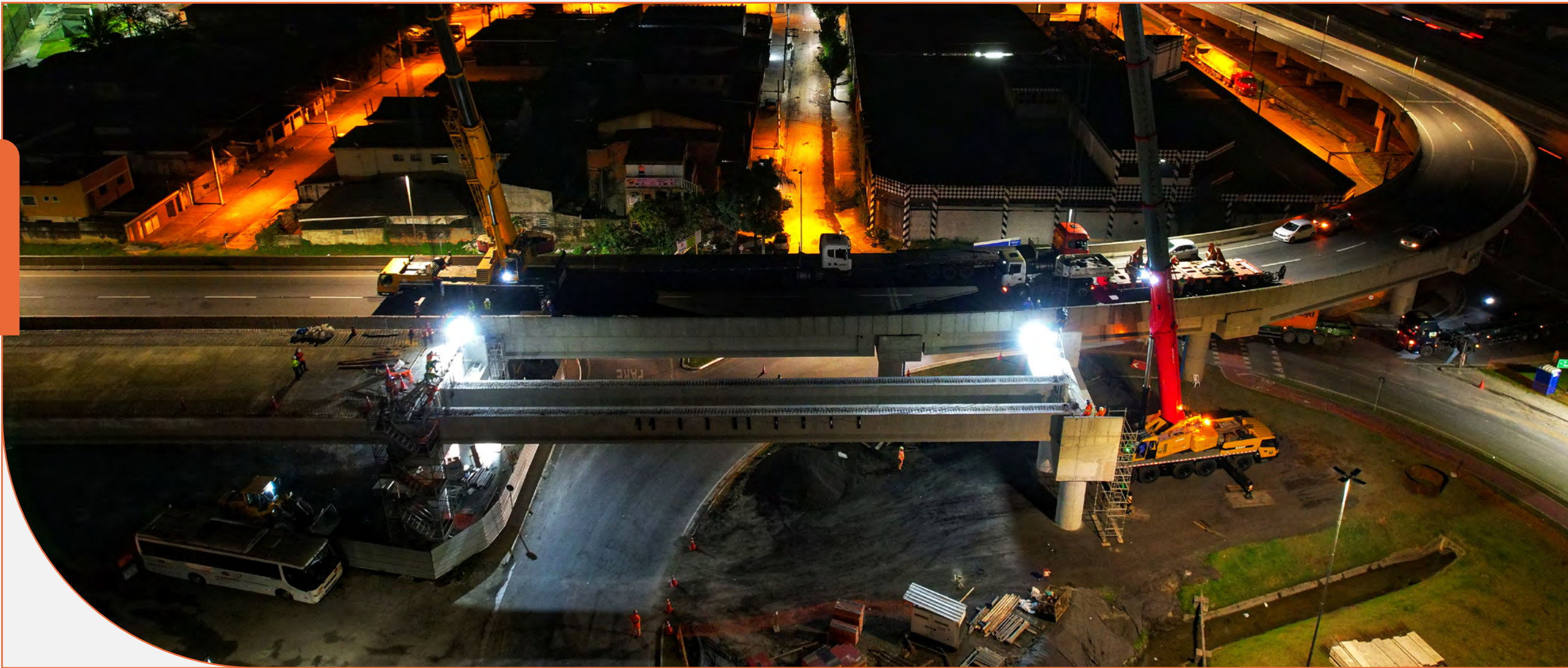
overburden embankments and vertical drains.

To start the construction of the third lane of the Casqueiro River bridge, the ground piles and piles were driven, the support sleepers were driven, and the beams that will support the widening of the bridge were launched.

The second work front of the project, undertaken by the CRASA-Itinera Consortium, foresees the execution of works for Capacity Expansion. Included here are the adaptation of access 62+400; the readjustment/expansion of the lane of SP-148, in the Northern direction (São Paulo), from km 63+700 to km 62 of SP-150; and the implementation of a local road near the Piratininga Viaduct branch.

In this stage, the sub-base services for lane 1 of SP-148, the sub-base of lane 1 in the MRS region, and the drainage service for the SP-148 South Marginal Branch and Local Road at km 61 have started.

In December 2022, the status of the work was 54.92% complete. The work is a continuation of the services started in 2021 by the Baixada Santista consortium, which recovered the flexible sidewalk along the Ayrton Senna/Carvalho Pinto corridor, with the application of nearly 27,000 cubic meters of rubber-modified asphalt concrete and a final sidewalk layer that totaled more than 35,000 cubic meters.







ICCR 153 Works, in Uuaçu (GO)

# NN Consortium – Engineering and Consultancy

Located in the municipality of São Bernardo do Campo/SP, the consortium’s objective comprises the technical advisory and coordination services for the preparation and revision of the Basic and Executive Projects necessary for the execution of the works for the concessions of EcoRodovias Concessões e Serviços S.A.

## Specific Purpose Company

Besides the consortium projects in which CRASA participates, there are also works in the Specific Purpose Company model. In practice, it is a new company with its own name and specific purpose. The Specific Purpose Company is a company whose activity is restricted to the execution of a specific business.

Once incorporated, the Specific Purpose Companies operate as joint stock companies, and must meet all the requirements of the legislation and corporate documents. Unlike consortia, the Specific Purpose Companies are large projects carried out in a new format, capable of expanding CRASA’s recognized experience in the infrastructure segment.

In 2022, two Specific Purpose Companies were formed with CRASA Infrastructure’s participation:

The ICCR 153, for the execution of conservation, maintenance, improvement, and expansion works on BR-153/414/080/TO/GO highway.

The ICCR 135, to perform the works and services of operational improvements, expansion of capacity, and structural reinforcement of the BR135/MG, MG231/MG, and LMG754/MG highways.



Point your cell phone to the QR Code and learn more about specific purpose companies (SPEs)”



## ICCR 153 – Uruaçu/Goiás

The Specific Purpose Companie ICCR-153 project foresees the execution of conservation, maintenance, improvement, and expansion works on the highways managed by Ecovias of Araguaia. The scope refers to: BR-153/414/080/TO/GO, in the stretch of BR-153/TO/GO, of 624.1 km, between the junction with TO-070 (Aliança do Tocantins) to the junction with BR-060 (Anápolis); in the section of BR-414/GO, of 139.6 km, between the junction with BR-080/GO-230(A)/324 (Assunção de Goiás) to the junction with BR-153/GO-222/330 (Anápolis); in the section of BR-080/GO, of 87 km, between the junction with BR-414/GO-230(B) (Assunção de Goiás) to the junction with BR-153(A)/GO-342(B).

In 2022, work was carried out for the first year of the so-called package 3, which includes initial sidewalk rehabilitation work on the existing highway, as established in the road operating program, and earthmoving, paving, and complementary work for the implementation of the Operational Service Bases, Toll Stations, and Rest Stops.

Throughout the concession, 19 Operational Service Bases were implanted, nine of which are intended for customer service, with toilets, diapers, rest rooms, parking and customer service, and the others, used to house operational resources, such as inspection vehicles, ambulances, light and heavy winches, and to keep consumable materials such as tools. They are located

in the municipalities: Anápolis, São Francisco de Goiás, Jaraguá, Rialma, São Luiz do Norte, Uruaçu, Campinorte, Mara Rosa, Santa Tereza de Goiás, Porangatu (two units), Abadiânia, Cocalzinho de Goiás, Vila Propício, Barro Alto, state of Goiás, and Alvorada, Figueirópolis, Gurupi, Aliança do Tocantins, state of Tocantins.

The nine toll plazas were installed in the municipalities of Aliança do Tocantins, Alvorada, in the state of Tocantins, and Porangatu, Estrela do Norte, Campinorte, Hidrolina, Jaraguá, Santa Rita do Novo Destino and Corumbá do Goiás, in the state of Goiás. The Rest Stops are located in the city of Talismã, state of Tocantins and another in Uruaçu, state of Goiás.

## ICCR 135 – Curvelo/Minas Gerais

In the same model, CRASA is also working on the execution of duplications, side roads, access improvements, operational lanes, level and grade intersections, underpasses, bridges, viaducts, bypasses, bus stops, cattle crossings, and sidewalk recovery on the BR-135/MG, MG-231/MG, and LMG-754/MG highways managed by the ECO 135 concessionaire.

The works will directly benefit the following 11 municipalities: Curvelo, Corinto, Augusto de Lima, Buenópolis, Joaquim Felício, Bocaiuva, Engenheiro Navarro, Montes Claros, Paraopeba, Caetanópolis and Inimutaba.

In addition to these two Specific Purpose

Companies incorporated with the works in progress, CRASA will incorporate with Itinera Construções two more Specific Purpose Companies, to carry out the works related to the Rio-Governador Valadares and Noroeste Paulista concessions.



ICCR 135 Works, in Curvelo (MG)



6

# TIMELINE

(404-2)

SDGs

2 FOME ZERO  
E AGRICULTURA  
SUSTENTÁVEL



MATERIALITY





1st  
QUARTER

JANUARY

White January

Mental Health Awareness Month

01/20 - Metro Line 2 Consortium campaign with the theme: "Living is always the best choice"

01/31 - Online lecture at headquarters on "Time management and challenges in human relations"

CRASA birthday

01/14 - Company's 4 year celebration

Electronic Point

01/17 - Start of the electronic point use through facial recognition at CRASA headquarters

FEBRUARY

1st SAP Phase

Completion of the 1st phase of the SAP project: implementation, go-live and assisted operation at the headquarters and branches in Goiás and Minas Gerais

Compliance Ambassadors

02/04 - Launch of the Compliance Ambassadors Program

Contracts management

02/11 - Workshop Contracts Management, given by: Gino Oyamada, Dr. Lucelene Freitas, Jorge Mazeto and Dr. Tobias de Macedo

Combating alcohol and drug abuse

Lecture held at the Metro Line 2 Consortium

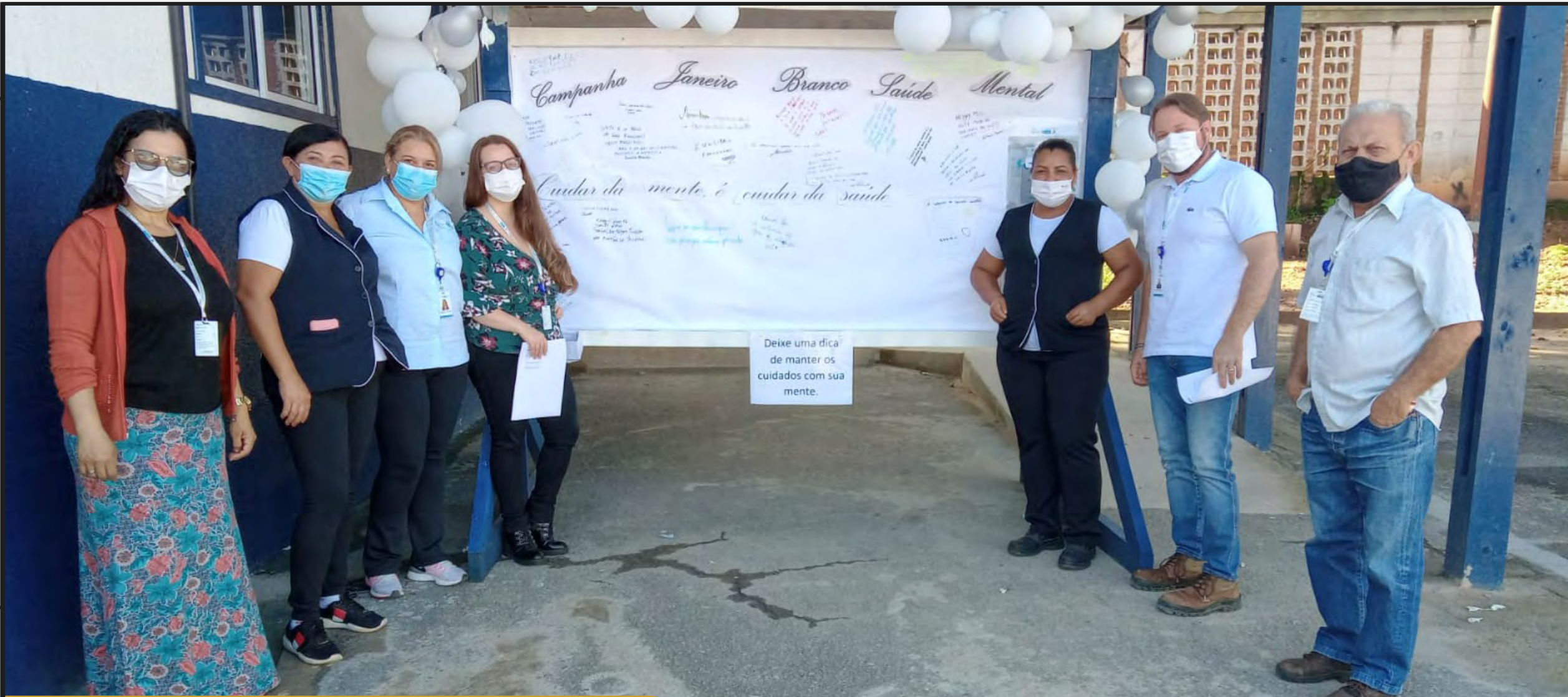
MARCH

1st Engenhar Project

03/04 - Lecture with engineer Rui Oyamada on the theme "Structural systems and construction methodologies for bridges"

International Women's Day

03/09 to 03/11 - Women's Week held at the headquarters, which included Quick Massage, Beauty Day (manicure and pedicure) and breakfast for all employees



White January Campaign (ML2 Consortium)



Women's Week (Headquarters)



Lecture against alcohol and drug abuse (ML2 Consortium)



Workshop on Contract Management





APRIL

Green April

Month for the prevention of occupational accidents and diseases

Easter

Headquarters - Donation of chocolates to the Pequeno Cotelengo institution

Metro Line 2 Consortium - Donation of chocolates to the Bezerra de Menezes institution

1st CRASA Day

04/08 - Lecture with Ricardo Voltolini on the theme "Multiplying sustainable leaders"

Launching of the sustainability report: base year 202

MAY

2nd Engenhar Project

05/03 - Lecture with engineer Massami Murakami on the theme "Technology, trends and new practices in construction equipment"

Climate survey

Beginning of another cycle of the organizational climate survey, with the objective of evaluating the satisfaction of the company's members

Good Sight Campaign

05/23 and 24 - Held at the Metro Line 2 Consortium, with an approach on the importance of caring for one's eyesight and a service with 93 employees



International Recycling Day

05/17 - External campaign, with the local community, carried out by the Binary II Port of Santos Consortium, with a lecture on the theme and recreational activities

Vaccination Campaign

05/18 - Quadrivalent flu vaccination for 278 collaborators of the Consortium and service providers allocated at the Binary II Port of Santos Consortium

World No Tobacco Day

05/31 - Campaign held at the Binary II Port of Santos Consortium, through an educational video and lecture on the harm and consequences of nicotine addiction



JUNE

SIPATEMA ML2

06 to 06/10 - Internal week for the prevention of occupational accidents, with the general theme of "Well-Being", held at the Metro Line 2 Consortium

Healthy Eating

06/03 - Online lecture on Healthy Eating, with clinical nutritionist Giliane Nassif

2nd CRASA Day

06/23 - Lecture with Roberto Roche, on the theme "Good Practices at the Construction Site"



3rd  
QUARTER

JULHO

3rd Engenhar Project

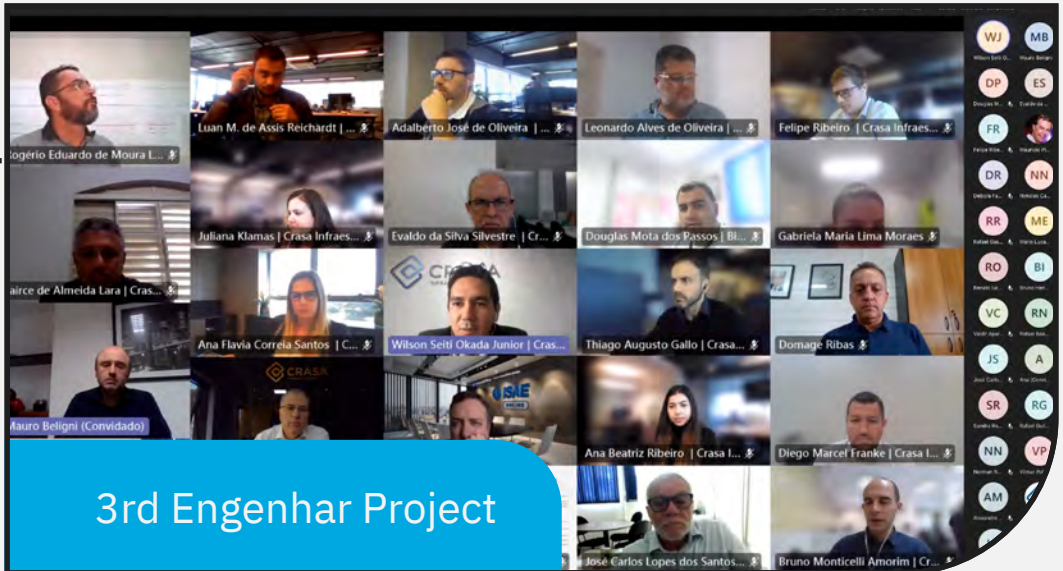
07/15 - Lecture with engineer Mauro Beligni on the theme "Road Paving"

Occupational health and safety

07/27 - Playing Passa ou Repassa (Pass it or Pass it back) on the theme "Accident Prevention", at the Binary II Port of Santos Consortium, for 334 collaborators

Implementation of the Free Book Library

Project established at the Metro Line 2 Consortium, aimed at the consortium's employees, third parties, and the local community



AUGUST

Tuberculosis and Oral Cancer Prevention

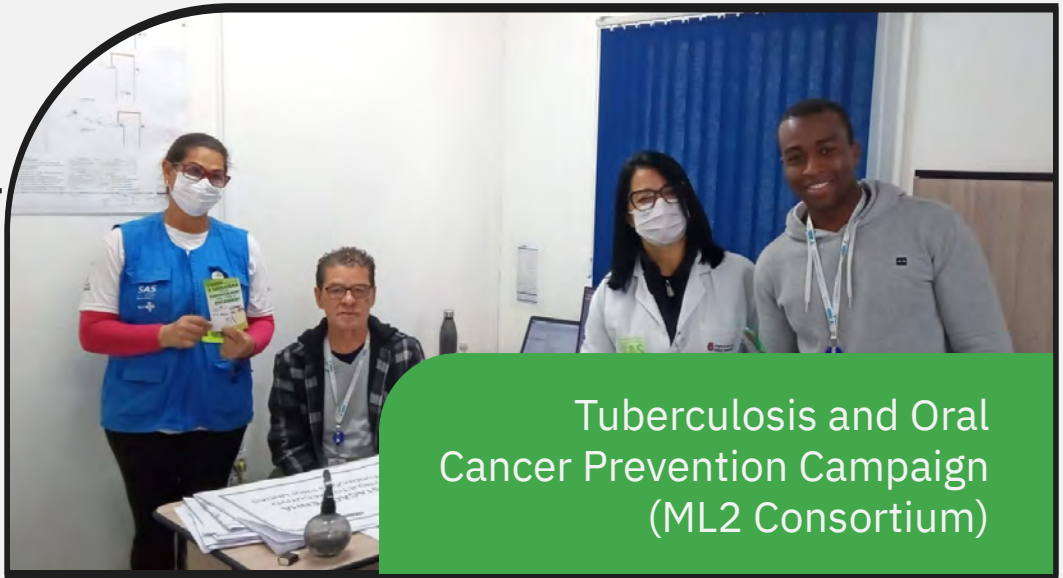
Lecture and tuberculosis tests held at the Metro Line 2 Consortium in partnership with the Vila Esperança Basic Health Unit

National Health Day

08/05 - Campaign held at the Binary II Port of Santos Consortium, through a lecture on physical and mental health, personal hygiene and hydration

Fighting Pollution

08/30 - Video presentation and talk about the causes of air pollution and the health damage caused by pollution, at the Binary II Port of Santos Consortium



SEPTEMBER

3° CRASA Day

09/01 - Lecture with Tiago Dutra and Denise Tavares on the theme "LGPD Program"

Strategic Planning Kick Off

13 a 09/16 - Week of lectures, round tables and joint construction of the Strategic Planning 2023-2027, with CRASA employees

Tree Day

09/23 - Campaign held at Binary II Port of Santos Consortium, with the consortium's employees, third parties and the community, through dialogue on the theme and the planting of seedlings

1st CRASA Training

09/26 and 27 - Training program on the theme "Financial Education" presented by the professionals Altair Zanona and Rafael Negrini, from the headquarters, for the employees of the Metro Line 2 and Binary II Port of Santos consortiums

Yellow September

09/20 - Campaign held at the Metro Line 2 Consortium, through a lecture and theater about mental health and assistance to employees for counseling with the Social Services at Hospital Dia Penha







OCTOBER

Laboral Gymnastics

10/07 - Gymnastics class at the headquarters office

Children's Day

10/11 - Campaign held at the Binary II Port of Santos Consortium, through the distribution of candy kits to children from the local community and employees' children

Pink October

Breast Cancer Combat Month  
  
10/21 and 24 - Lecture, distribution of T-shirts with the theme "A touch that prevents" and performance of exams at the ML2 consortium

Launch of the I Want to Learn! Project

Project aimed at the employees of the Metro Line 2 Consortium, in partnership with Sesi, with the objective of stimulating the resumption and conclusion of basic studies, along with the delivery of complete school material needed to participate in the classes

NOVEMBER

4th Engenhar Project

11/17 - Lecture with the engineer Paulo Roesse, on the theme "Soil Compaction: paradigms and technologies"

Blue November

Fighting prostate cancer  
  
11/16 - Lecture on prostate cancer and distribution of T-shirts at the Binary II Consortium  
  
11/23 - Campaign with the theme "Man who takes care of himself has attitude" at Consórcio ML2

SIPATEMA Binary II

11/21 to 25 - Internal week of occupational accident prevention, with the general theme of "Quality of life", held at the Binary II Port of Santos Consortium

DECEMBER

Red December

AIDS Combat Month  
  
12/12 - Campaign about prevention and treatment of Sexually Transmitted Diseases (STD), at the Binary II Port of Santos Consortium

Ethanol Use

12/14 - Campaign held at the Binary II Port of Santos Consortium to encourage the use of ethanol to fuel the fleets

4th CRASA Day

12/20 - Lecture with Luciane Botto on the theme "The care of people"

Solidary Christmas

Campaign held at Binary II Port of Santos Consortium through the delivery of kits with candies to three local communities, close to the construction site



7

# MATERIALITY

(103-1)





The materiality matrix is one of the first and most important steps for the preparation of a sustainability report in the Global Reporting Initiative (GRI) model, widely used by organizations working towards sustainable development. It basically consists of the application and discussion through several methodologies of important themes for CRASA with its stakeholders.

With the gradual return to face-to-face activities and the company’s restructuring processes, for this fourth report, CRASA Infrastructure considered the previous consultation (2021) carried out with shareholders, leadership, internal committees, employees at the headquarters and on-site, suppliers, and customers. The materiality matrix and the participation of stakeholders is related to contacts, conversations, meetings and the application of a semi-structured questionnaire applied to collect information. (102-40; 102-43)

Following the methodology proposed in item 101 - Fundamentals of the Sustainability Reporting Guide of the GRI, the result showed 17 themes indicated as being of great internal and external importance to the company, as presented in the Materiality Matrix. All the 17 material themes identified in the consultation affect the company in general and are present in several sectors. They represent the company’s image, and deviations from their precepts may bring financial losses and damage the relationship with future and eventual partners. (102-21,102-42,102-47)

We inquired

12 SHAREHOLDERS, DIRECTORS, ASSISTANTS

16 CLIENTS

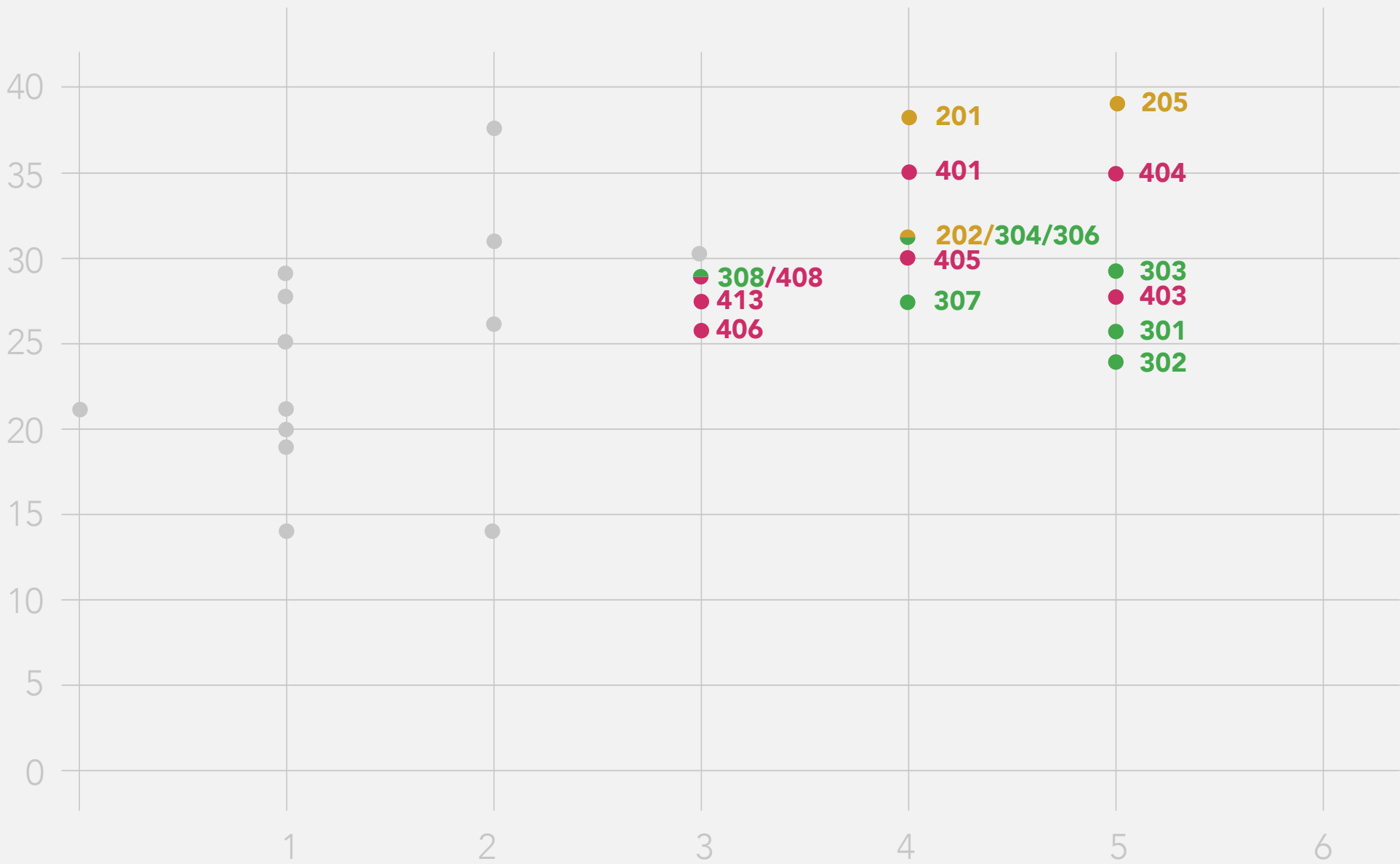
173 EMPLOYEES

157 SUPPLIERS

The questionnaires considered three levels of relevance for each selected theme, and only one option should be selected in each one of the 27 questions. The levels was:

- NO RELEVANCE
- LITTLE RELEVANCE
- GREAT RELEVANCE

As a result, the Materiality Matrix and the Material Themes on the side were obtained:



GRI 201 ECONOMIC PERFORMANCE

GRI 202 MARKET PRESENCE

GRI 205 ANTI-BRIBERY

GRI 301 MATERIALS

GRI 302 ENERGY

GRI 303 WATER

GRI 304 BIODIVERSITY

GRI 306 EFFLUENTS AND WASTE

GRI 307 ENVIRONMENTAL COMPLIANCE

GRI 308 SUPPLIER ENVIRONMENTAL ASSESSMENT

GRI 401 EMPLOYMENT

GRI 403 WORK SAFETY AND HEALTH

GRI 404 TRAINING AND EDUCATION

GRI 405 DIVERSITY AND EQUALITY OF OPPORTUNITIES

GRI 406 NO TO DISCRIMINATION

GRI 408 CHILD LABOR

GRI 413 LOCAL COMMUNITIES



CRASA Infrastructure has managed its material issues in several ways:



**GRI 201: Economic Performance**  
BUSINESS PLAN, STRATEGIC PLANNING, AND SPECIFIC INDICATORS



**GRI 202: Market Presence**  
STRATEGIC PLANNING AND INDICATORS



**GRI 205: Anti-Bribery**  
POLICIES AND CONDUCT AND ETHICS CODE



**GRI 301: Materials**  
INDICATORS CONTROLLED BY THE SUPPLY AND QHSE DEPARTMENTS



**GRI 302: Energy**  
ENVIRONMENTAL INDICATORS WITH THE QHSE DEPARTMENT




**GRI 303: Water**  
ENVIRONMENTAL INDICATORS WITH THE QHSE DEPARTMENT




**GRI 304: Biodiversity**  
ENVIRONMENTAL INDICATORS WITH THE QHSE DEPARTMENT



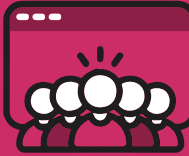
**GRI 306: Effluents and Waste**  
ENVIRONMENTAL INDICATORS WITH THE QHSE DEPARTMENT




**GRI 307: Environmental Compliance**  
CONTROL OF THE APPLICABLE LEGISLATION




**GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT**  
INDICATORS WITH THE SUPPLY DEPARTMENT




**GRI 401: Employment**  
INDICATOR WITH THE HR DEPARTMENT




**GRI 403: Work Safety and Health**  
ENVIRONMENTAL INDICATORS WITH THE QHSE DEPARTMENT



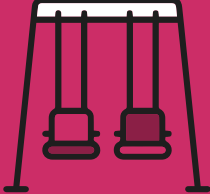
**GRI 404: Training and Education**  
INDICATORS WITH THE QHSE DEPARTMENT




**GRI 405: Diversity and Equality of Opportunities**  
CONTRACT MINUTES, POLICIES, AND CONDUCT AND ETHICS CODE



**GRI 406: No to Discrimination**  
CONTRACT MINUTES, POLICIES, AND CONDUCT AND ETHICS CODE



**GRI 408: Child Labor**  
CONTRACT MINUTES, POLICIES, AND CONDUCT AND ETHICS CODE



**GRI 413: Local Communities**  
CLIENT'S CONTRACT MINUTE



8

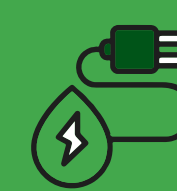
# ENVIRONMENTAL

GLOBAL COMPACT

7 8 9



MATERIALITY



SDGs





# Environmental Policy

CRASA Infrastructure has a solid policy of environmental preservation. Since the beginning of its activities, when it proposed to work with Value Engineering, the company seeks alternatives to reduce the environmental impacts in all the works it executes. The environmental agenda is also present in the routine of the administrative headquarters, installed in the Barigui Business Center (BBC), in Curitiba/PR. The building is certified with the LEED Platinum seal of the United States Green Building Council, granted to the most sustainable constructions in the world.

Since 2021, when it joined the UN Global Compact, CRASA has intensified its efforts in relation to good environmental practices. Today it operates with a series of procedures, work instructions and risk matrices, shared with all employees. The commitment to the environment extends to all suppliers of products and services, and only those who fully comply with their legal obligations, such as authorizations, licenses, and specific documents from the environmental legislation, are contracted.

All suppliers of curve A and controlled using criteria specified in ISO 14001, ISO 45001 and PBQP-H, are evaluated during the bidding process from a questionnaire involving environmental, social and economic issues. Additionally, all companies considered to be controlled are evaluated using quality, health, safety, and environmental criteria. This evaluation is used to enable the payment of these suppliers and they

are sent monthly information about their performance regarding the evaluated criteria.

In the period of this report, no suppliers were identified as having caused negative environmental impacts. (308-2)

CRASA is also certified in the international standard ISO 14001 of the Environmental Management System, which assists in the identification and management of environmental risks associated with the internal processes of the activity developed by the organization.

The scope of this fourth Sustainability Report involved the collection of data from the works in progress in the year 2022, considering the projects: BR GO-050 Consortium (period from January to March), CRASA Ghella Consbem Consortium – SP Metro Line 2, Binary II Port of Santos Consortium, ICCR 135, ICCR 153 and administrative headquarters maintained its activities from January until December 2022.

The corresponding periods are limited to the demobilization process of the QHSE sector or completion of the work. As CRASA Infrastructure is not the consortium leader in other projects in progress, the year 2022 was marked by actions to collect and standardize data (units of measurement) on these issues with the works to collect the corresponding information needed to compose the report.

Awareness Campaign for Ethanol Use at the Binary II Port of Santos Consortium





# Electricity consumption

(302-1, 302-3)

The company uses energy from renewable sources preferably from the state-owned distributors where it operates, and there is no consumption in processes outside the organization. No systems such as heating, cooling or steam are used for the activities. The air-conditioning equipment is included in the electricity consumption of the distributor.

The 2022 consumption showed monthly variations according to the operationalization of the projects. The six projects cited added up to 839,716 kW/h, with a monthly average of 69,976 kW/h/month consumption.

To reduce these values, some actions were taken, such as: campaigns about the correct use of air-conditioning; Safety and Environment Dialogues on the rational use of energy and natural resources; implementation of LED lamps where possible; and use of solar panels for a time clock in front of the worksite of the BR GO-050 Consortium, Binary II Port of Santos Consortium. The data collected in 2022 were analyzed and stored to define targets for reducing natural resource consumption. Benchmarking will be carried out to compare CRASA's data with that of other companies in the same segment. The data collected already allows a survey to be made of the company's scope 1 and 2 greenhouse gas emissions for the year 2022, a target to be reached in 2023.

# Fuel

The consumption of gasoline, ethanol and diesel oil are also considered as energy expenses by the Global Reporting Initiative (GRI) methodology. At the end of the year, the combined consumption was 716,614 liters of diesel oil for stationary engines (mostly fixed or mobile generators at the construction sites). Considering the fleet of vehicles and heavy equipment in use, the total consumption of the six projects was 303,219 liters of gasoline, 12,123 liters of ethanol, and 4,900,098 liters of diesel oil.

# Water and Effluents

(303-1, 303-2, 303-4, 303-5)

CRASA uses water from municipal water supplies provided by other local third-party water companies. At the BR GO-050, ICCR 135 and ICCR 153 Consortium works, other sources of surface water supply from streams and rivers duly granted by the competent environmental agencies were used. The company's water emission is basically related to the emission of effluents from its toilets and from its pantries and canteens with washing of domestic utensils. In 2022, CRASA used 615,572 m3 of water in its activities, as shown in the chart.

Regarding effluents, CRASA has increased its efforts to treat them directly in its projects. To this end, it has used Compact Sewage Treatment Plants, providing a local treatment with the eventual reuse of these effluents (grey waters) in its projects' activities.

Fuel Consumption (L)								
		BINÁRIO II	METRÔ L2	SEDE	BR 135	BR 153	BR 050	TOTAL
PURCHASED ELECTRICITY	RENEWABLE	134.863	411.804	33.458	161.462	89.943	8.186	839.716
	NON-RENEWABLE	0	0	0	0	0	0	0
GENERATORS, VIBRATOR MOTORS, MOTOR PUMPS, ETC.	GASOLINE	0	0	0	0	0	0	0
	DIESEL OIL	45.533	24.126	0	635.208	0	11.747	716.614
MOBILE - FLEET (CARS, TRUCKS AND EQUIPMENT)	GASOLINE	38.576	5.040	0	168.676	70.552	20.376	303.219
	ETHANOL	462	7.287	0	796	3.499	79	12.123
	DIESEL OIL	122.163	88.771	0	3.485.926	1.069.921	133.317	4.900.098

Water consumption (m³)								
		BINÁRIO II	METRÔ L2	SEDE	BR 135	BR 153	BR 050	TOTAL
SURFACE WATER (RIVERS, LAKES OR OCEANS) WITH GRANT		0	0	0	76.669	950	360	77.979
FROM MUNICIPAL SUPPLY AND OTHER UTILITIES		8653	14.921	94	7.054	1.868	231	32.822
FROM RAINWATER		0	0	0	0	0	0	0
GROUNDWATER		0	0	0	494.712	0	0	494.712
REUSE		0	4.766	0	0	0	0	4,766
TANK TRUCK		0	5.293	0	0	0	0	5.293
								615.572



# Use of chemicals

The company keeps under its control the Material Safety Data Sheets, which are a means for suppliers to disclose important information about the hazards of the chemicals they produce and sell. They are used in specific training courses and serve as a guide for the company’s daily operations in the sectors of safety, environment, correct disposal, and protection/containment measures.

CRASA Infrastructure’s chemical product storage areas are in identified, signposted, paved or waterproofed, covered, ventilated, free of combustible materials, and with containment apparatuses and systems with a capacity greater than 20% more than the volume of the containers.

The company pays special attention to its chemical products (storage and use), thus avoiding possible human and environmental accidents, always respecting the legislation on the subject.

# Waste management (306-3)

Selective collection is present in all construction sites and at CRASA’s headquarters. A series of control mechanisms and corporate indicators evaluate the company’s performance in recycling products and materials.

In 2022, all waste generated was quantified according to the operationalization of each site, which resulted in different measurement units (kg/liters or cubic meters) for some waste, but which were standardized for this report to tons (Ton).

The total estimated waste production was 211,260 thousand tons of miscellaneous waste. Of this total, 204,668 thousand tons refer to soils (without contamination) transported in the CRASA Ghella Consbem Consortium – SP Metro Line 2. Add to these values the correct destination of 15,259.8 cubic meters of effluents from the projects.

# Environmental compliance

CRASA’s policy is to respect the environment and the applicable laws both in the activities at the headquarters and in each of the construction sites. The monitoring of these actions is shared between the areas of Environment and Legal, which aim to avoid any violation. To manage these actions, the company has implemented its own indicators and annual policies for internal and external audits, in addition to contracting the SOGI software, which acts as a Management and Monitoring System for Applicable Legal Requirements, in the GAIA Module version (Management of Environmental Aspects and Impacts). The system allows the management of all the organization’s environmental aspects and impacts in a single place and in an integrated manner.

Fuel consumption (Ton)							
	BINÁRIO II	METRÔ L2	SEDE	BR 135	BR 153	BR 050	TOTAL
NON-RECYCLABLE	21,1	25,0	0,4	27,2	2,6	0,0	76,2
HAZARDOUS	16,0	5,5	0,0	13,0	0,0	0,3	34,9
PAPER/CARDBOARD	1,8	0,0	0,3	4,2	1,1	0,8	8,3
PLASTIC	2,0	0,0	0,1	0,0	0,4	0,0	2,5
ORGANIC	22,3	36,1	0,3	0,0	14,1	0,4	73,2
WOOD	23,2	111,9	0,0	0,0	0,0	0,0	135,1
SCRAP METAL	33,9	75,8	0,0	14,3	0,0	0,0	124,0
CONSTRUCTION WASTE	23,9	0,0	0,0	0,0	0,0	0,0	23,9
PRUNING	0,0	40,7	0,0	0,0	0,0	0,0	40,7
RECYCLABLE	0,0	23,4	xxx	0,0	0,0	0,0	23,4
SLUDGE	0,0	1.261,7	0,0	0,0	0,0	0,0	1.261,7
FAT BOX	0,0	7,1	0,0	0,0	0,0	0,0	7,1
CONTAMINATED	0,0	5,5	0,0	0,0	0,0	0,0	5,5
SOIL	0,0	204.668,5	0,0	0,0	0,0	0,0	204.668,5
DEBRIS	0,0	4.774,9	0,0	0,0	0,0	0,0	4.774,9
GLASS	0,0	0,0	0,0	0,0	0,0	0,0	0,0
ELECTRONIC SCRAP	0,0	0,0	0,0	0,0	0,0	0,0	0,0
TOTAL							211.260,0
EFFLUENTS (in m³)	602,0	37,9	7,9	0,0	14.506,7	0,0	15.259,8



In 2022, there were no notifications or events regarding environmental accidents or significant spills. During the year, internal and external audits to verify the legal compliance of the environmental management program were carried out by a third-party company and by the certifying body. (307-1)

In none of the cases were non-conformities found, which reinforces the maturity of the management system and the organization's commitment to the environment. To improve the processes and internal environmental policies, in 2022 training sessions were held on topics such as: correct waste disposal, environmental management and documentation of the organization, among others. The intention was to make employees aware of the importance of conscious consumption in the use of resources.

RASA's projects are closely linked to those of EcoRodovias. The concessionaire monitors the fauna along the roads under its responsibility and has won national awards for this work. Indirectly, CRASA benefits from these actions by reducing significant impacts of activities, products and services on biodiversity. There were no IUCN Red List species or national conservation list species affected by CRASA's operations during the reporting period. (304-4)

## Reuse of Materials (301-2)

CRASA seeks to reuse or recycle materials in its production processes, in order to reduce the use of new raw materials and decrease the

exploitation of natural resources in the environment. The reuse of wood in drainage processes (gutters) and the reuse of milled material (asphalt) could be cited as good examples of this practice.

## Reuse of Asphalt

CRASA has continued in its projects, the use of milled material in the substitution for asphalt mixture, reducing the final costs and the amount of discarded waste. After milling the asphalt concrete layers – or Hot Rolled Bituminous Concrete, as it is called – the material is transported to the tanks where it is mixed with virgin material (gravel) and cement. It is then sent to the work front and applied to the base layers of the new sidewalk.

The process allows the final disposal to be carried out with almost no environmental damage and reduces the extraction of virgin material from the place of origin. There are also other environmental solutions, such as rubber asphalt. Known for its ecological function, the material has 15% of its composition made of dust from used truck tires, an element that can take up to 600 years to decompose in nature. It increases the sidewalk's resistance by 40%.

## Sustainable Garden Beds

In 2022, CRASA deepened studies aiming at

the future implementation and modification of the current construction sites.

*The goal is to achieve sustainable and environmentally correct attitudes and a standardization of these sites. The data obtained are based on five main points: rainwater reuse, use of sustainable/biodegradable products in its production processes, waste management, recycling and reuse, solar energy, and control of Greenhouse Gas emissions.*

It is worth noting that market monitoring, carried out by the Market Intelligence Center in 2022, showed that the ESG agenda (environment, social, and governance) has been increasingly listed as one of the main competitive opportunities within the new business models. Knowing this, the Market Intelligence Center, in partnership with the Quality, Safety, Environment, and Health technical team, developed two applicable products that should become part of the company's operational routine. The first one refers to CRASA's Computational Program for Greenhouse Gas Emissions Calculation. Based on the GHG PROTOCOL tool, the program developed is able to reliably estimate the Greenhouse Gas emissions at the construction sites and company headquarters. The second product is the Sizing Worksheet for Rainwater Collection

Systems at CRASA's Construction Sites. Based on parameters, such as roof and/or catchment area, as well as rainfall coefficients of the region to be studied, the spreadsheet allows the sizing of a collection system that can meet needs such as toilet flushes, boot washes, sidewalk washing, and vehicle wheels at the construction sites. (201-2)





9

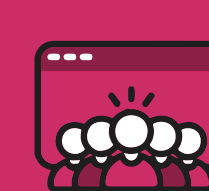
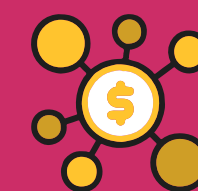
# SOCIAL

## GLOBAL COMPACT

3 8 10



## MATERIALITY



## SDGs





# Our staff

(102-8; 202-2; 207-4; 401-1)

The centralized team of CRASA Infrastructure, during the year 2022, had 69 employees and ended the year with 58, 98% own employees and 2% third parties. In projects (construction), the averages throughout the year were 545 own employees and 651 subcontractors/service providers.

In total, 1,046 professionals carried out their activities under the Consolidated Labor Laws regime and on a full-time basis. In addition to these, 41 employees contributed to the company on temporary contracts, either interns or apprentices, working part-time. In addition to this total, there will be an average of 651 outsourced employees throughout 2022.

In 2022, CRASA Infrastructure resumed face-to-face work for 100% of employees in the administrative area. Throughout the pandemic, the company sought to preserve jobs while keeping the health and well-being of its teams in mind.

SUBTITLE

♂

MALE

♀

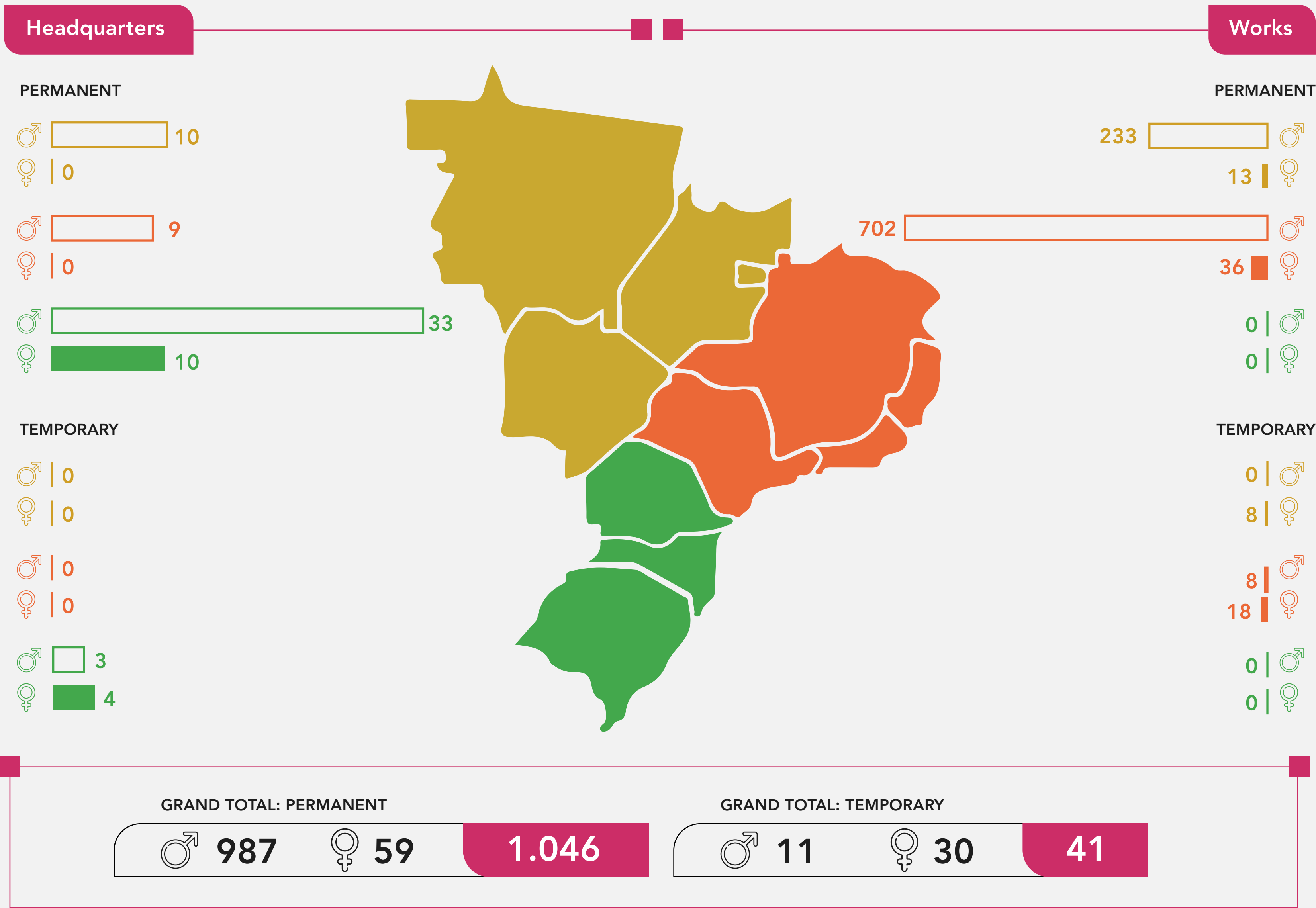
FEMALE

MIDWEST

SOUTHEAST

SOUTH

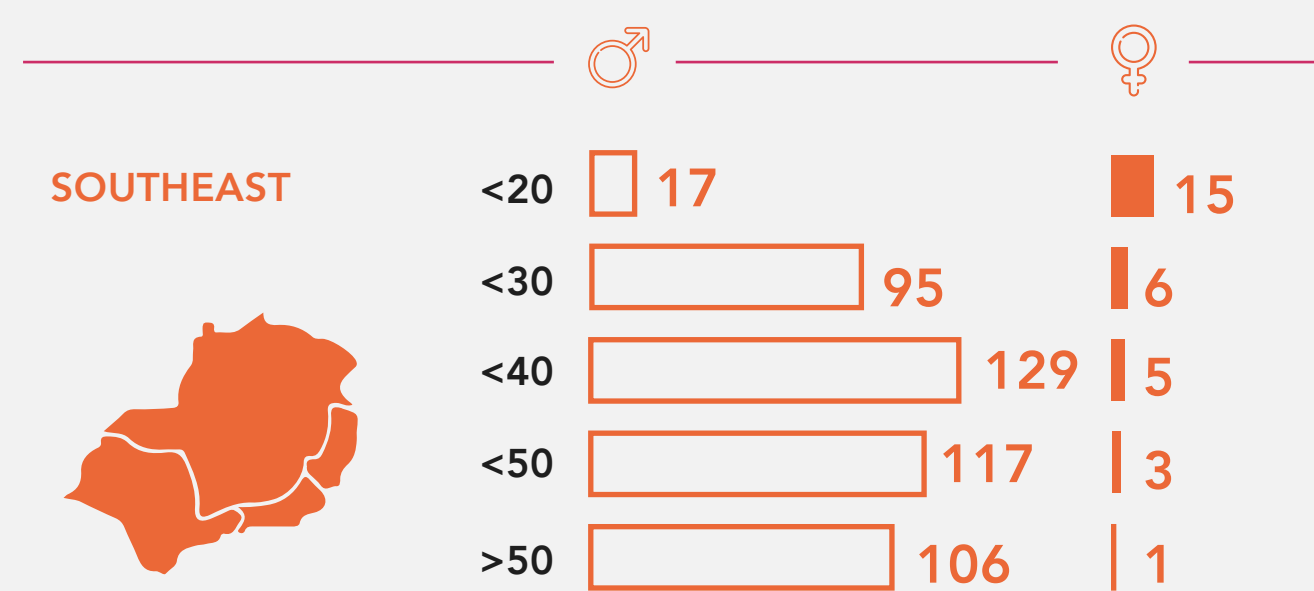
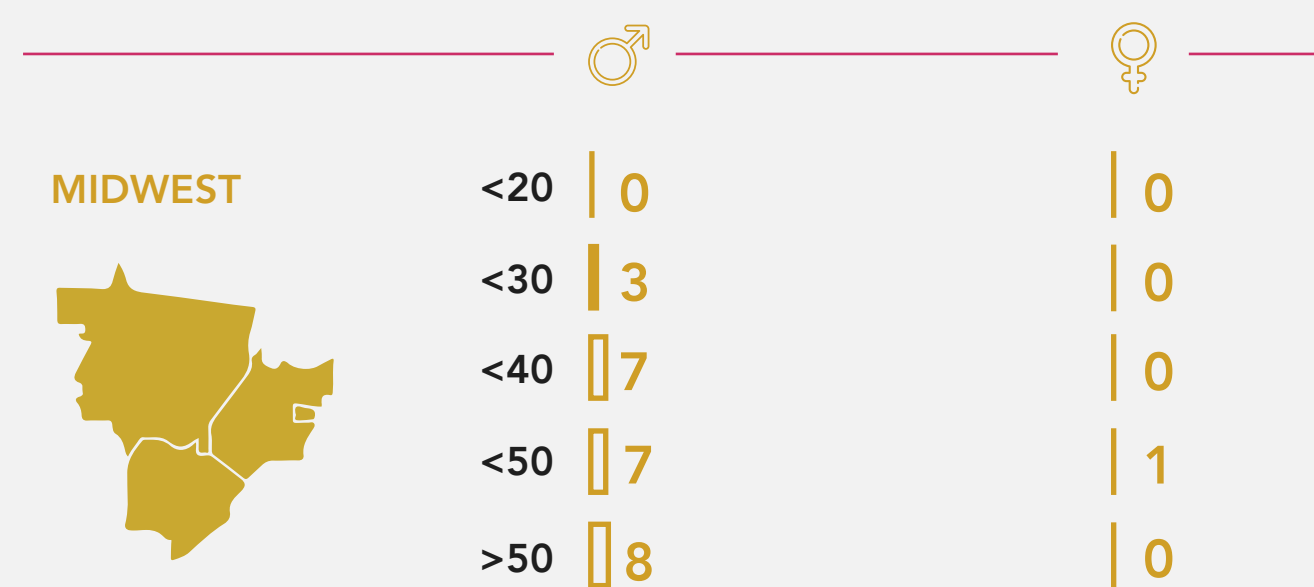
# Temporaries x Consolidation of Labor Laws x Gender and Region



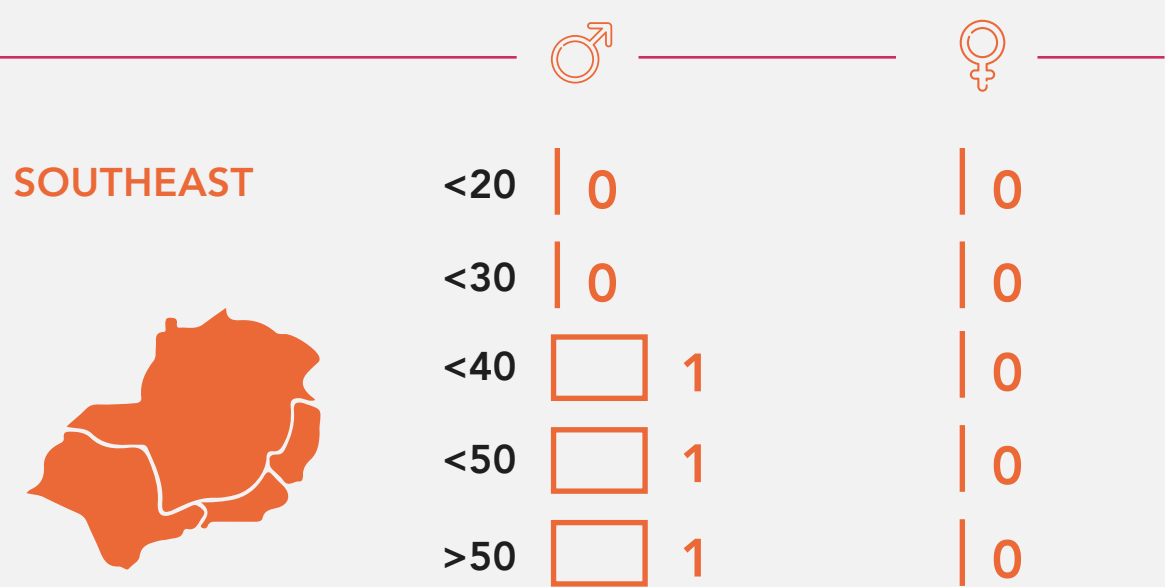


# Hirings in the year Age x Gender and Region

## Works

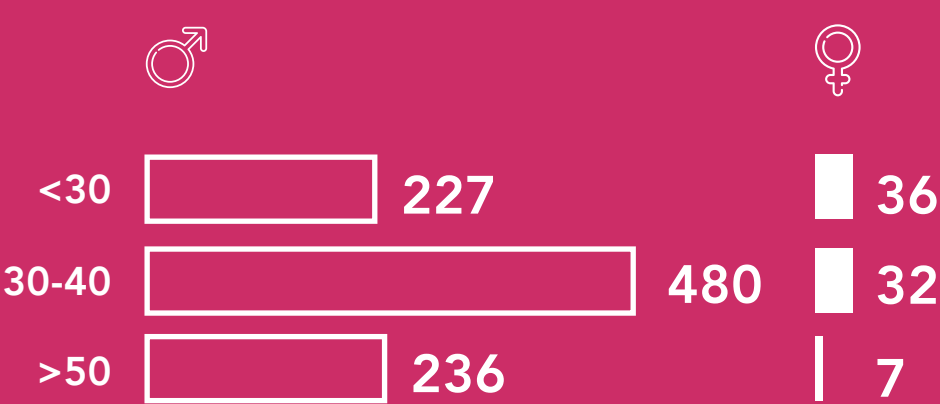


## Headquarters

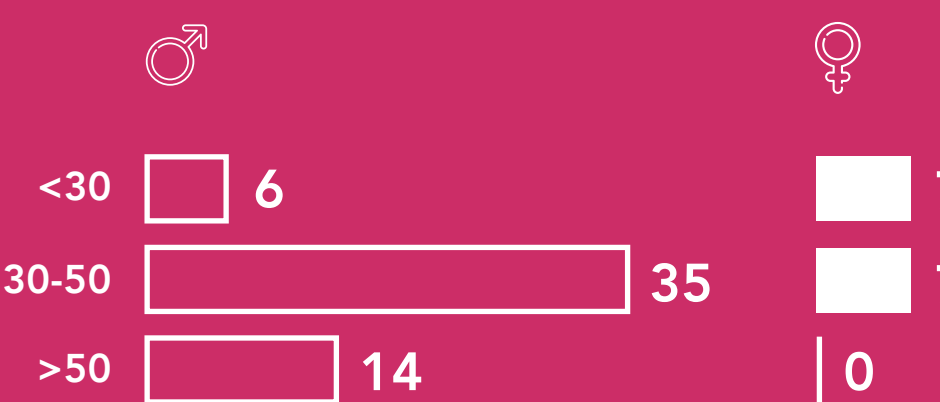


# Total employees by age range x gender

## Works



## Headquarters





# Total number and rate of employee turnover during the reporting period

(401-1)

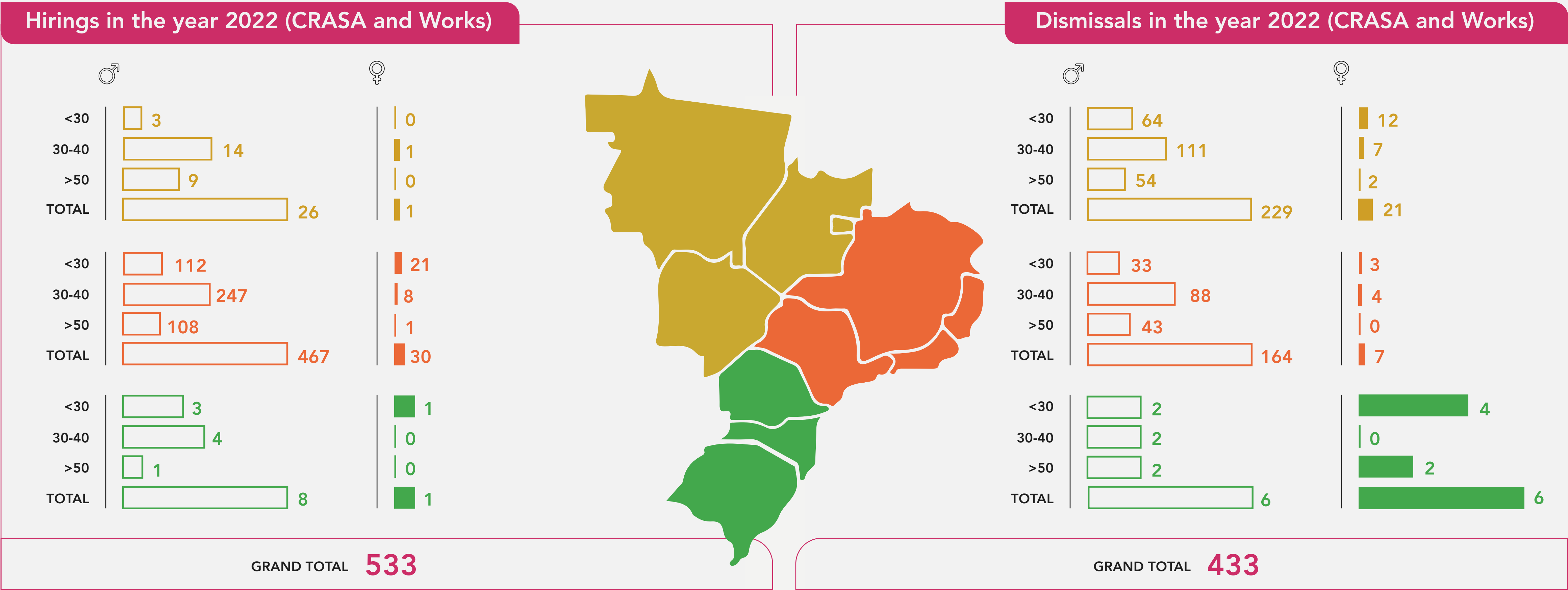
During 2022, CRASA and its Consortiums created 533 new job openings. Due to the fact that our largest construction projects took place in the state of São Paulo, the percentage of hirings was high in the Southeast region, when compared to the other regions, registering about 93% of the hirings for the year. The South and Midwest accounted for about 2% and 5%, respectively, of the total new openings in the period.

Differently from what happened with admissions, the highest percentile of dismissals occurred in the Midwest region. The reason was the demobilization of the BR-050 Consortium, which required the dismissal of its entire staff (except for those on leave). Comparing the regions, the Midwest had the highest percentage of dismissals in the year, with about 39%, followed by the Southeast region with about 39% and, finally, followed by the South region, with only 3%.

SUBTITLE

♂ MALE  
♀ FEMALE

MIDWEST  
SOUTHEAST  
SOUTH





# Campaigns, training, and capacity building

(404-2)

The training conducted by CRASA aims to promote the permanent qualification of the individual, exploring his or her learning potential and productive capacity, in addition to developing new skills, knowledge, changes in behavior and attitudes. The company seeks to maximize the collaborator’s professional and motivational development, making its good results continuous.

Throughout 2022, the Communication area prepared monthly campaigns encompassing training sessions, lectures, and dynamics. Several graphic materials were produced (posters, flyers, banners, and notices), so that all teams could have access to information in a standardized way. Some actions expanded to external communication, linked with videos and messages developed with the employees, such as publications on social networks to celebrate commemorative dates.

Together with NIMBI (Supply Chain Management Platform), during the month of February, training sessions were held at the construction sites to recycle the platform’s modules, reinforcing the use of the NIMBI tool to guarantee agility, transparency, and compliance in the purchasing processes.

Following the premise of qualifying and training employees from all units and sharing knowledge, in 2022 the Engenhar and Crasa Day projects were continued.

## Contract Management Workshop

In February 2022, CRASA Infrastructure held a workshop on Contract Management, with speakers Gino Oyamada, Jorge Mazeto, Lucelene Freitas, Luciane Jacoski, and Tobias de Macedo.

The meeting, which took place remotely, aimed to disseminate the theme to CRASA’s managers at the headquarters and at the construction sites. The meeting discussed the execution of projects set up as Consortiums and Specific Purpose Companies, the challenges they bring, as well as the consortiums in progress.

Some of the subjects discussed were: Good Corporate Governance practices, Difference between Consortiums and Specific Purpose Companies, Social Security Aspects in Consortiums and Specific Purpose Companies, and Labor Preventions in Consortiums and Specific Purpose Companies.

## Strategic Planning Kick Off

Four days dedicated to thinking about the next paths that CRASA Infrastructure wants to build; this was the Kick Off Meeting, held in September. Directors and employees of the company gathered at the Hotel La Dolce Vita, in São José dos Pinhais/PR, in an intense pro-

gram full of insights, always guided by the four pillars that support the company: Engineering, Governance, Compliance and Sustainability.

On the first two days, the participants attended lectures on Leadership and Culture, with Cleila Elvira Lyra, a psychologist specialized in Organizational Development; and Challenges of Occupational Spaces, with facilitator Claudinei Alves. Aspects related to ESG practices, expectations alignment, mission, purpose, and values also permeated the conversations on the first day. The participants also discussed the main learnings from previous strategic plans, talked about action plans and points for improvement.

On the next two days, the Kick Off Meeting was dedicated to discussions about Engineering, macroeconomic vision, active listening, and leadership, with lectures by Engineers Francisco Holanda and Gino Oyamada.

The event marked the beginning of Phase III of CRASA, which aims to build the Strategic Planning 2023-2027. Following good Corporate Governance practices, the company involves the main leaders to discuss the relevant issues for the business and disseminate a participative, ethical and transparent culture in all units and works of the group. (205-2; 207-2)

## Launch of the Corporate University

CRASA Infrastructure is about to launch its Corporate University. The project is in the final study phase and intends to reach all the human



Compliance Campaign in Binary II Port of Santos Consortium



Strategic Planning Kick Off



assets of the company, in order to develop and train people through technological tools, providing Distance Learning.

The main purpose of a corporate university is to provide the appropriate framework for employee training. Also, to act on leadership development and strategies to maintain corporate competitiveness in a changing economy.

1st Class of CRASA Training

In September, workers at the Binary II Port of Santos project participated in CRASA Training, a training program promoted by CRASA Infrastructure’s corporate team. The initiative is part of the pilot project of the Corporate University.

The program is aimed at the collaborators, with the purpose of qualifying by training relevant topics and content for professional or personal life.

CRASA Training covers topics related to the various areas of the company’s operations, such as project management, recruitment and selection, contract analysis, General Data Protection Law, and Sustainability. Other subjects for personal development are also included, such as communication, accounting for non-accountants, and Excel.

The first two classes participated in the training on Financial Education and Personal Finance, conducted by Rafael Boaventura Negrini, Accounting Analyst at CRASA, and Altair Alegro

Zanona, Financial Coordinator at the company.

Altogether, about 95 employees received the training, learning basic concepts of financial education and tips to better organize their personal finances.



Point your cell phone to the QR Code and learn more about the importance of financial education, a theme presented at the 1st CRASA Training

Internal Week for the Prevention of Accidents at Work and Environment

CGC – Line 2

At the worksites of the CGC - SP Metro Line 2 Consortium, Internal Week was held from June 6 to 10 and offered participants a space for debates aimed at reducing work incidents, besides reinforcing the importance of practical actions to promote a more sustainable world. Since it was during the period when the Environment Week is also celebrated (June 5), the event was planned in common agreement by the members representing the Quality, Safety, Environment and Health sector, the Internal Commission for Accident Prevention and the Consortium’s directors, creating a unique opportunity to deal with the themes together.

The program included several lectures on topics such as Interpersonal Relationships in the Workplace, Healthy Eating as a Lifestyle, Compliance, and Safety at Work, among others.

The edition also had as a highlight T-shirts and “bags/backpacks” for all participants, the distribution of notepads made from recycled material provided to the entire administrative team, and the drawing of gifts. The average participation in the event was 270 employees per day.

Binary II

The Binary II Port of Santos Consortium had an



1st CRASA Training at Binary II Consortium



1st CRASA Training at Binary II Consortium



average of 200 employees who received various training courses throughout 2022. Among them is CRASA Training, which covers topics related to the various areas of the company's operations, such as project management, recruitment and selection, contract analysis and General Data Protection Law.

Topics for personal development, such as communication, accounting, and Excel, were also covered. The first two classes participated in the training on Financial Education and Personal Finance. In all, about 95 employees received the training, learning basic concepts of financial education and tips to better organize their personal finances.

To reinforce CRASA's concept of Value Engineering, the company carried out actions to strengthen relations with the community around the works. On May 17, on the "International Recycling Day", 34 children and three representatives from the Association "Semente das Palafitas" attended a lecture by environmental technician Laiz Mattos on the importance of recycling for the planet. The program also included the screening of the movie "The Environment Recycling" and a ludic activity to memorize the concepts of selective collection. The action was carried out in the community Jardim São Manoel, in São Paulo and is a social counterpart of the Consortium.

To broaden its innovative outlook, CRASA's Procurement area participated in the Procurement Forum, in São Paulo, during two



days of immersion to understand new concepts and innovations in the area in the market.

In the period from November 21 to 25, 2022, the Binary II Port of Santos Consortium held the II Internal Week for the Prevention of Accidents at Work and Environment. In alignment with the search for sustainable growth, it was decided to promote activities aimed at environmental awareness, prevention, and combat of sexual harassment, as well as other forms of violence in the workplace.

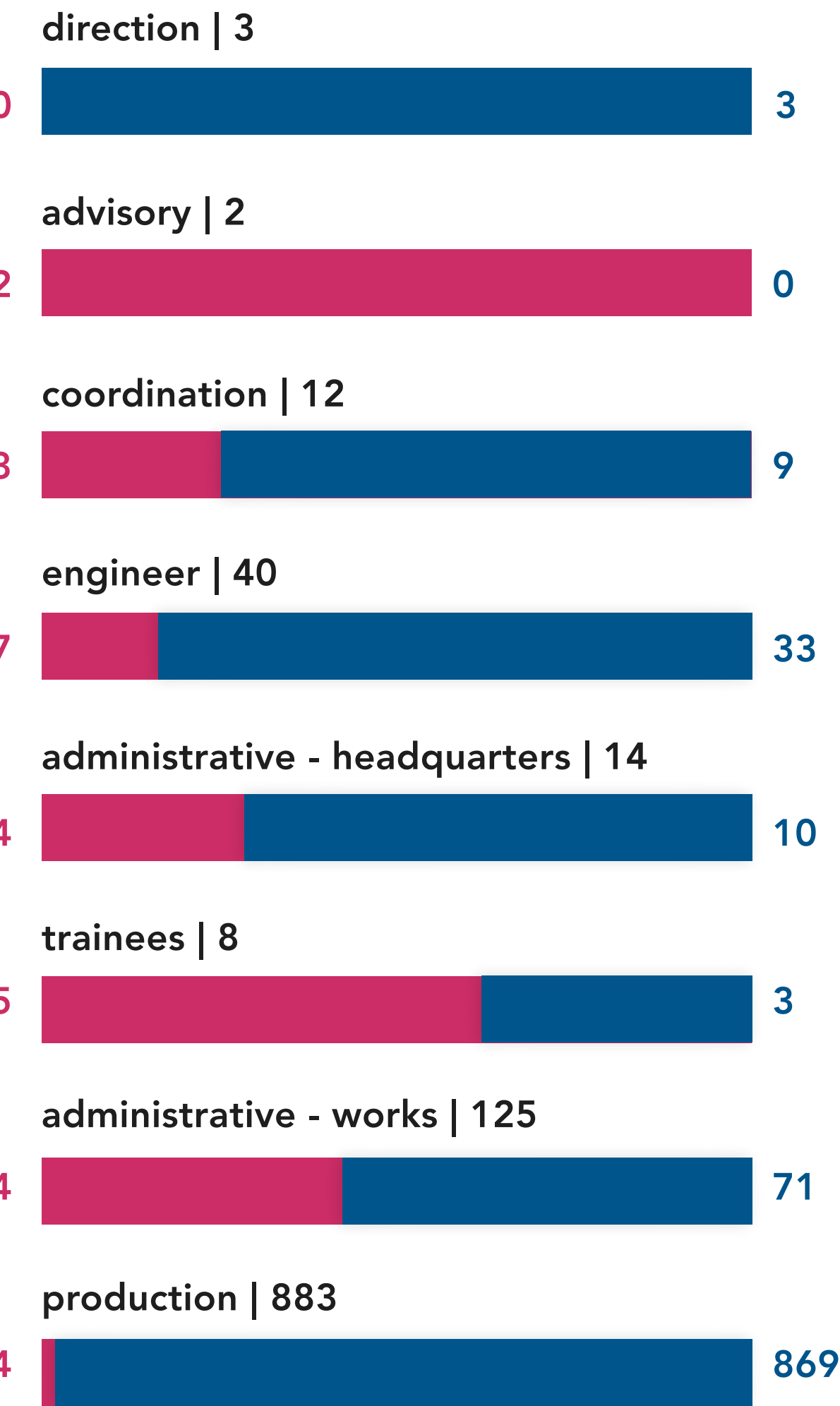
In consultation with the members of the Internal Commission for the Prevention of Accidents and Quality, Safety, Environment and Health of the Binary II Port of Santos Consortium, the theme "Quality of Life" was chosen for the Internal Week for the Prevention of Accidents at Work and Environment 2022. The slogan for the week was selected through a phrase contest in which 14 people participated. The winner was the phrase created by Ivan Alves de Oliveira from the Human Resources department: "Who cultivates safety and preserves the environment harvests quality of life".

During the event T-shirts and mugs were distributed to the participants and, at the end of each lecture, gifts were raffled off, with the main prize being a 40-inch TV. The average participation in the event was 270 employees per day.

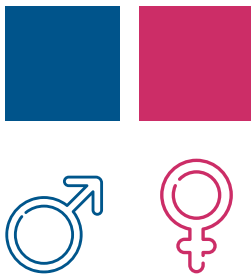
A space was also made available for the exhibition of artwork produced by construction site employees and community residents.



# Employees/Category



SUBTITLE



TT  
Technical Training

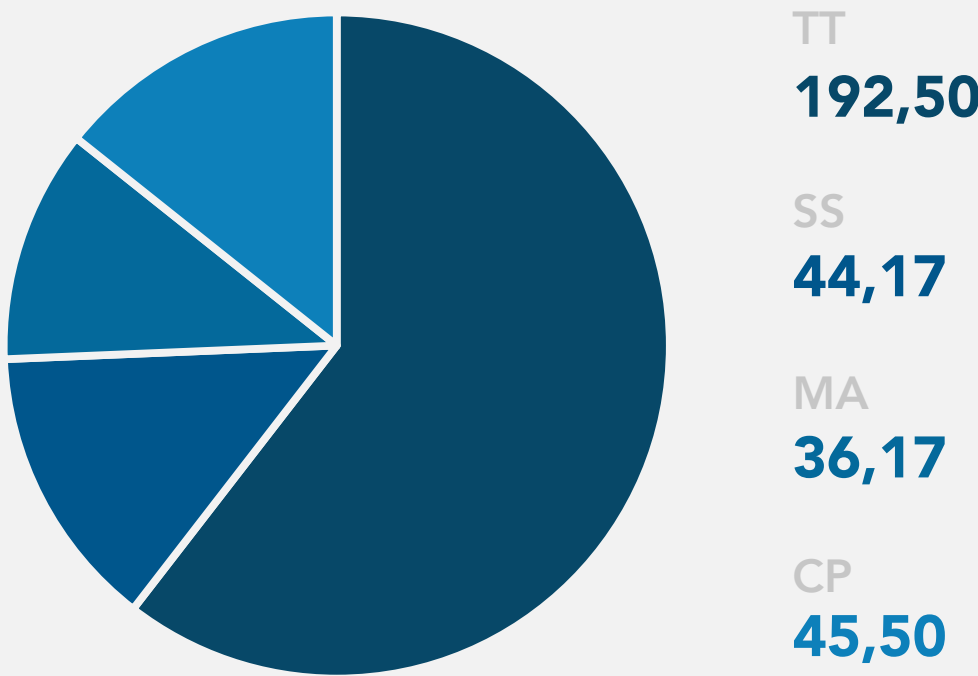
SS  
Safety Trainings

MA  
Environmental  
Training

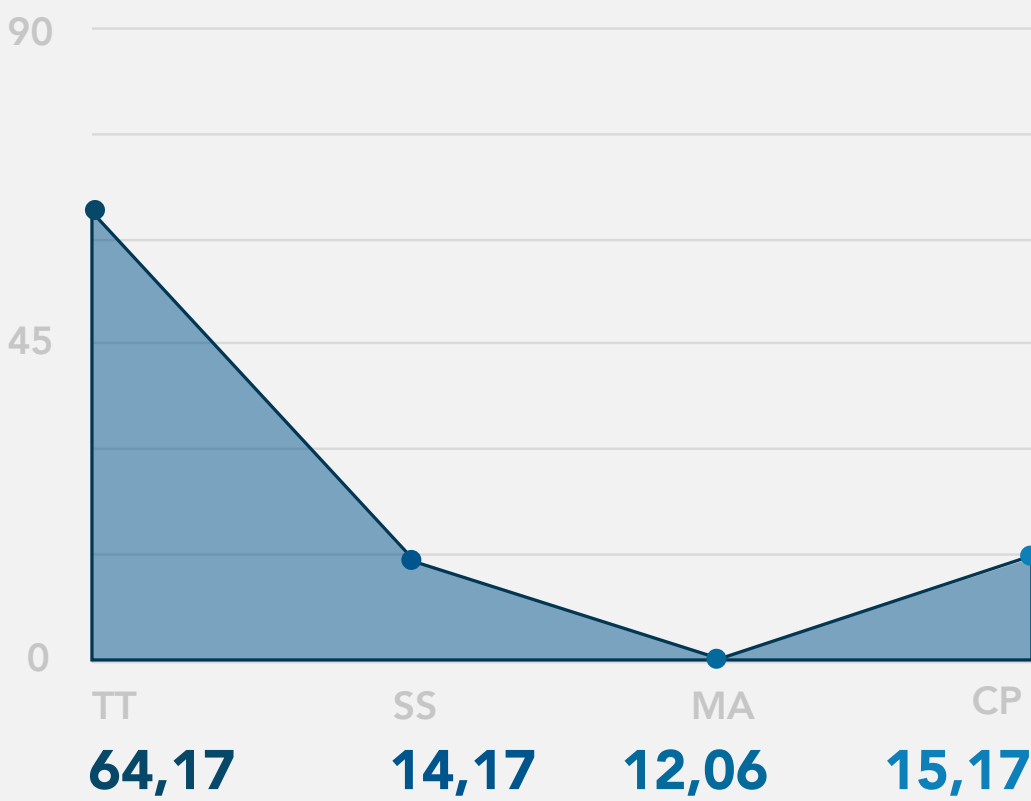
CP  
Compliance  
Training

## Direction

Trainings  
(hour)

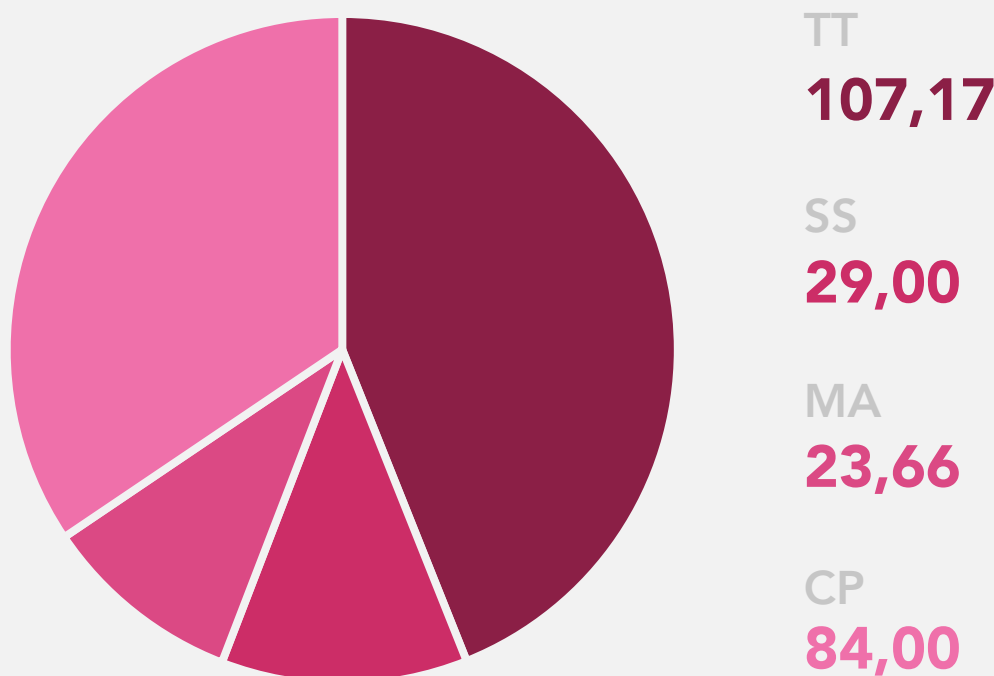


Average of Trainings  
(hour/person)

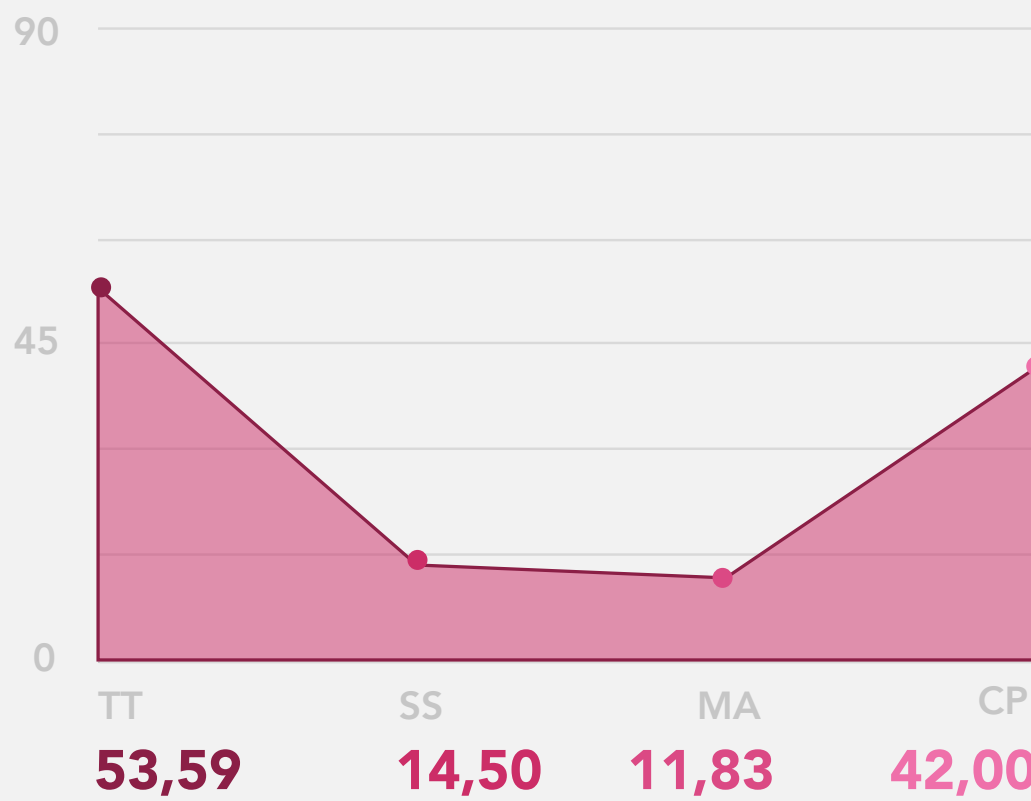


## Advisory

Trainings  
(hour)



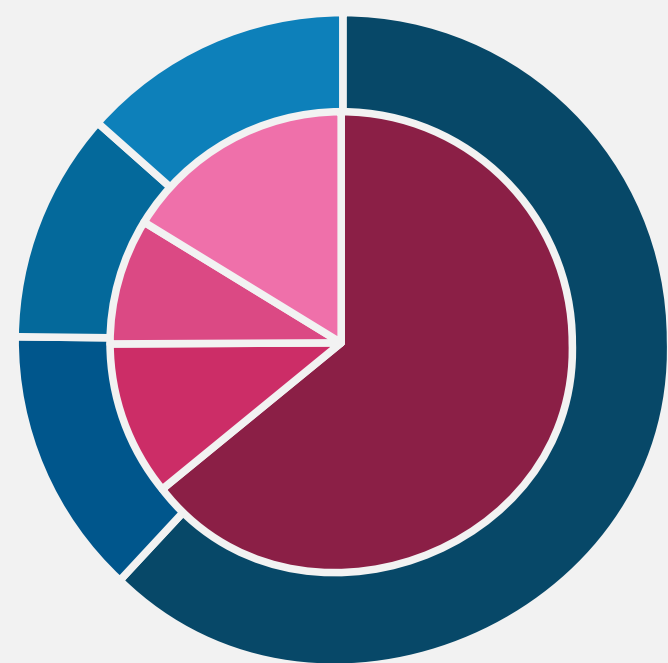
Average of Trainings  
(hour/person)





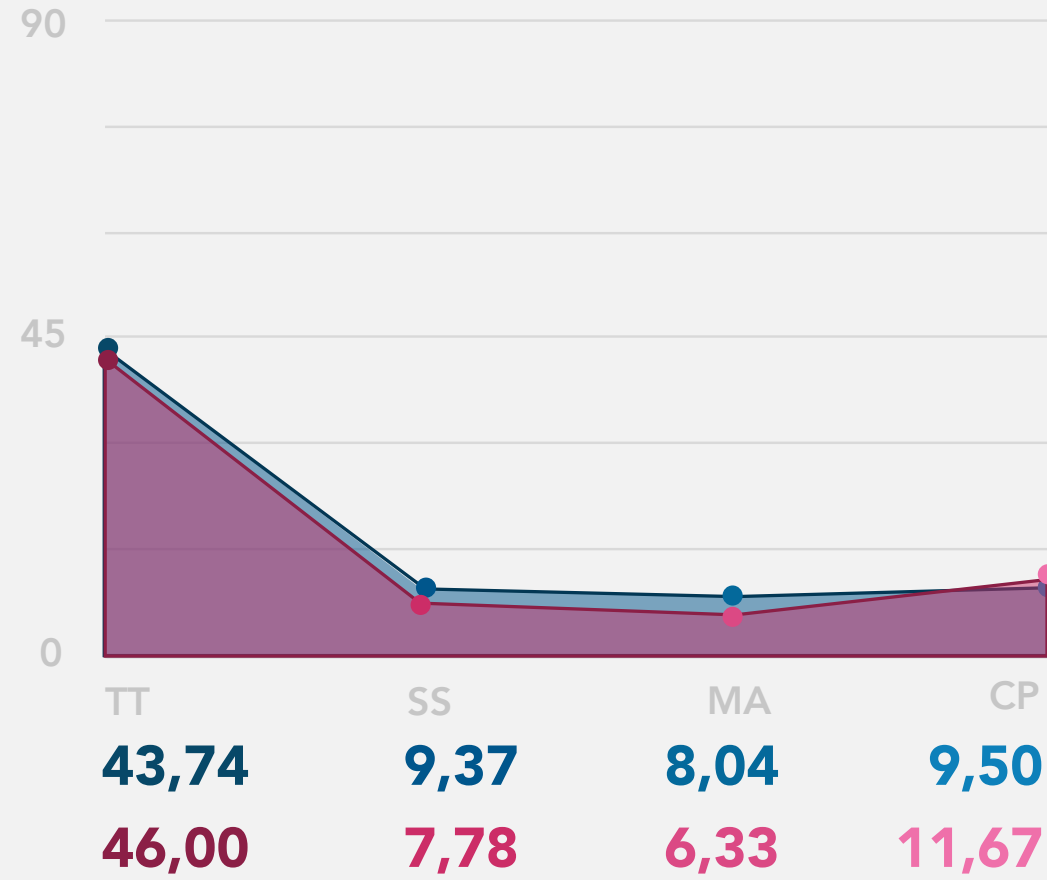
# Coordination

Trainings (hour)



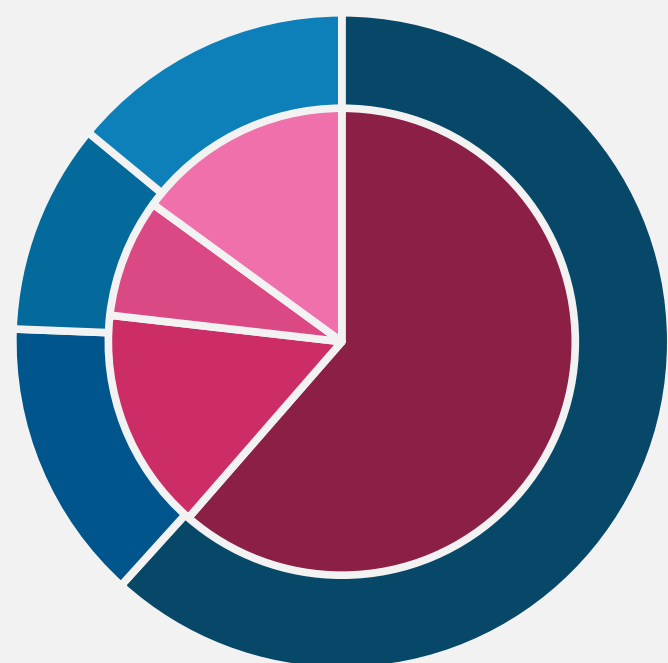
TT	SS	MA	CP
393,66	84,33	72,34	85,51
138,01	23,22	19,00	35,00

Average of Trainings (hour/person)



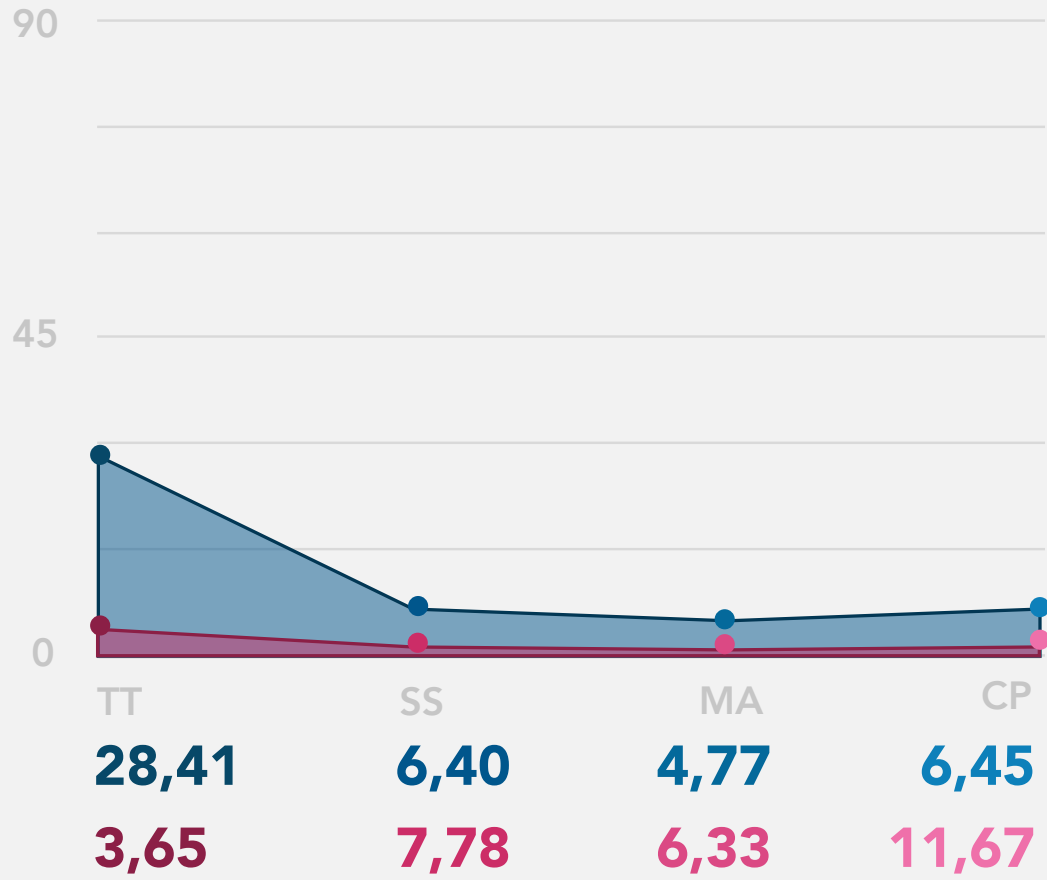
# Engineer

Trainings (hour)



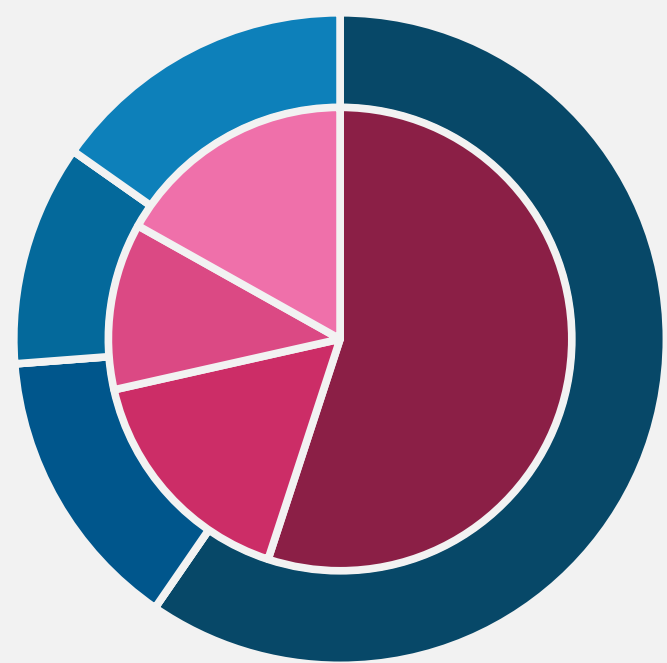
TT	SS	MA	CP
937,66	211,33	157,50	213,00
25,58	6,42	3,42	6,24

Average of Trainings (hour/person)



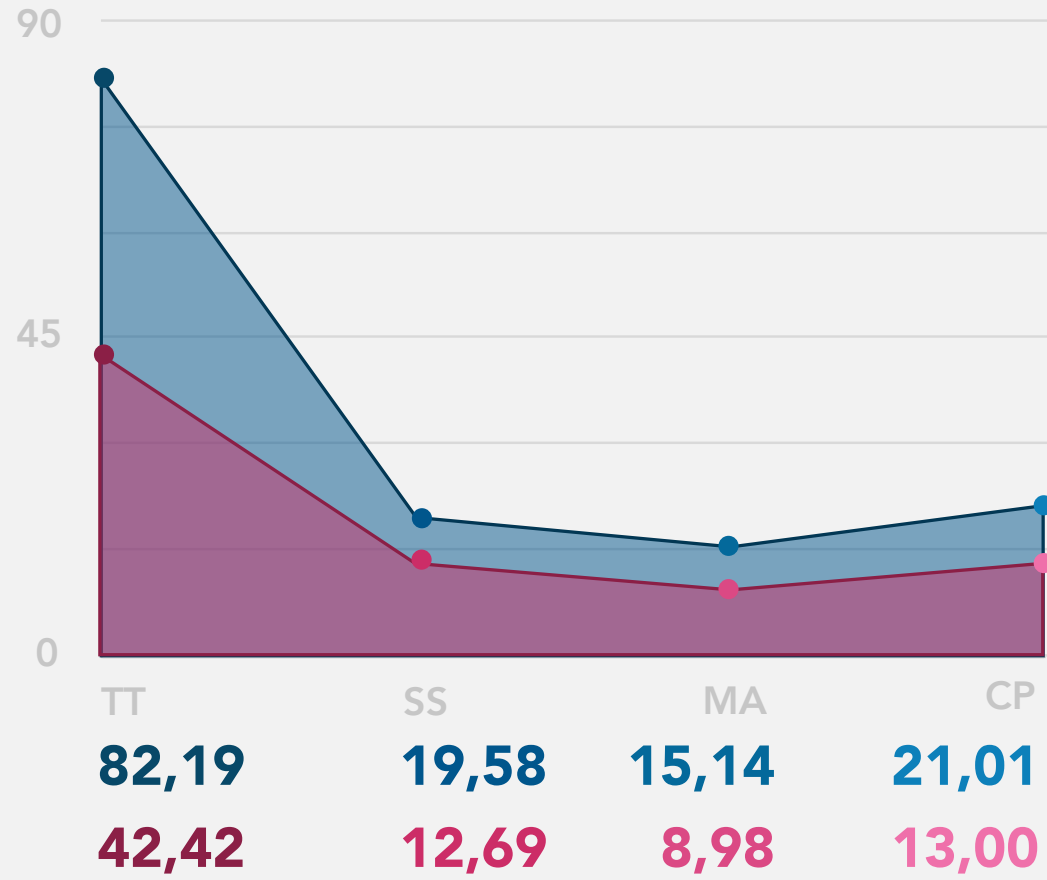
# Adm. Headquarters

Trainings (hour)



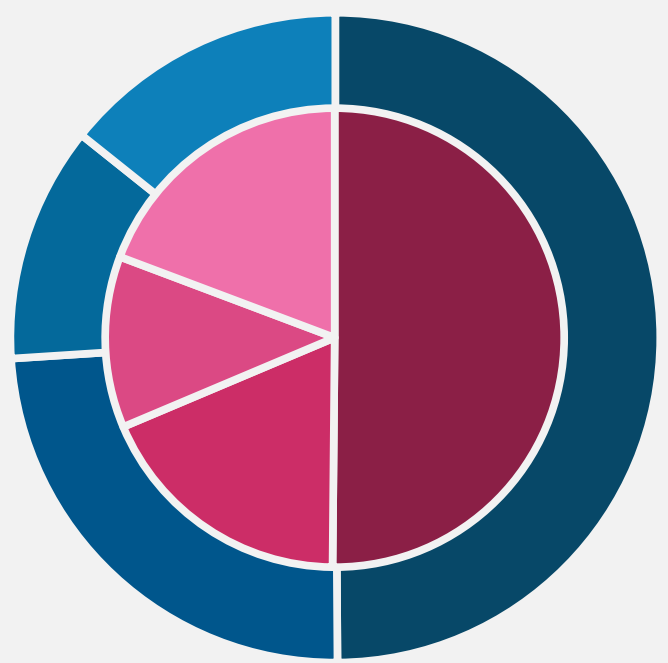
TT	SS	MA	CP
821,91	195,75	151,41	210,08
169,67	50,74	35,91	52,01

Average of Trainings (hour/person)



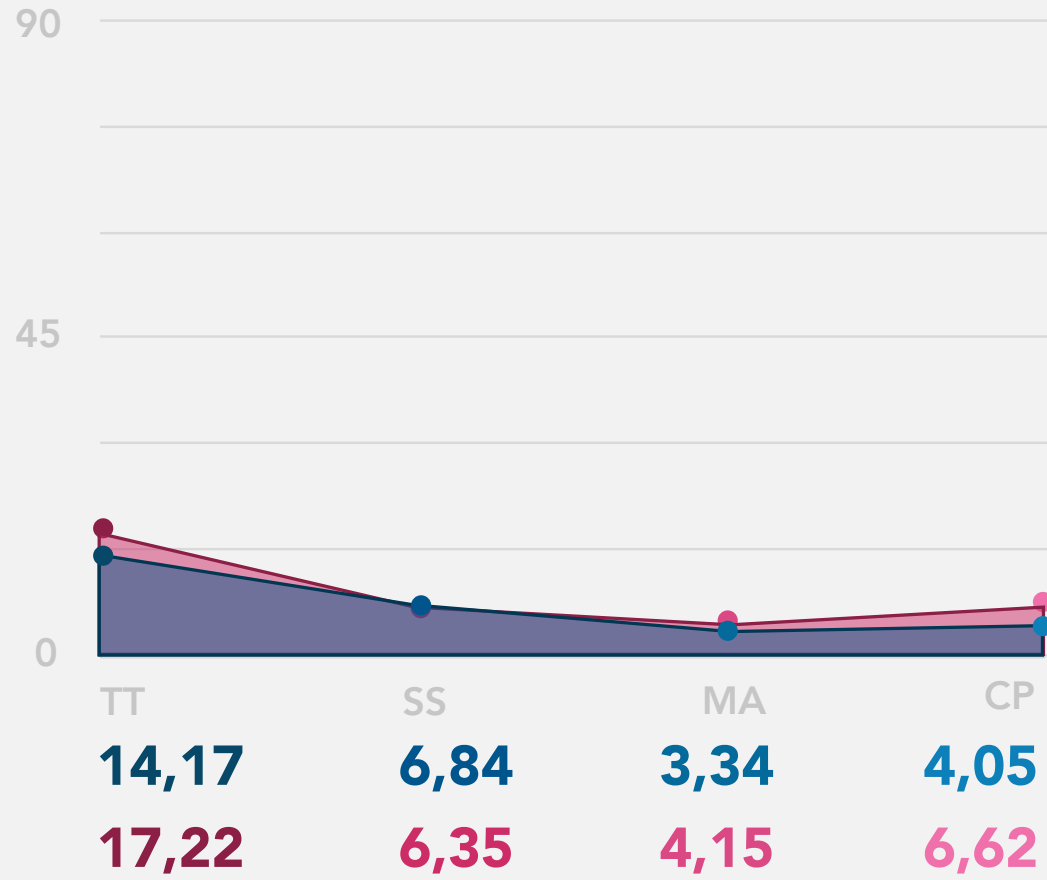
# Trainees

Trainings (hour)



TT	SS	MA	CP
42,50	20,51	10,01	12,16
86,09	31,75	20,75	33,08

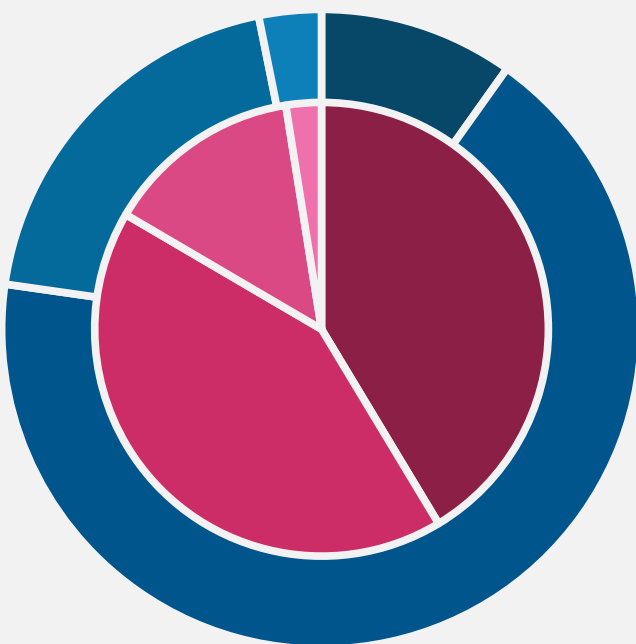
Average of Trainings (hour/person)





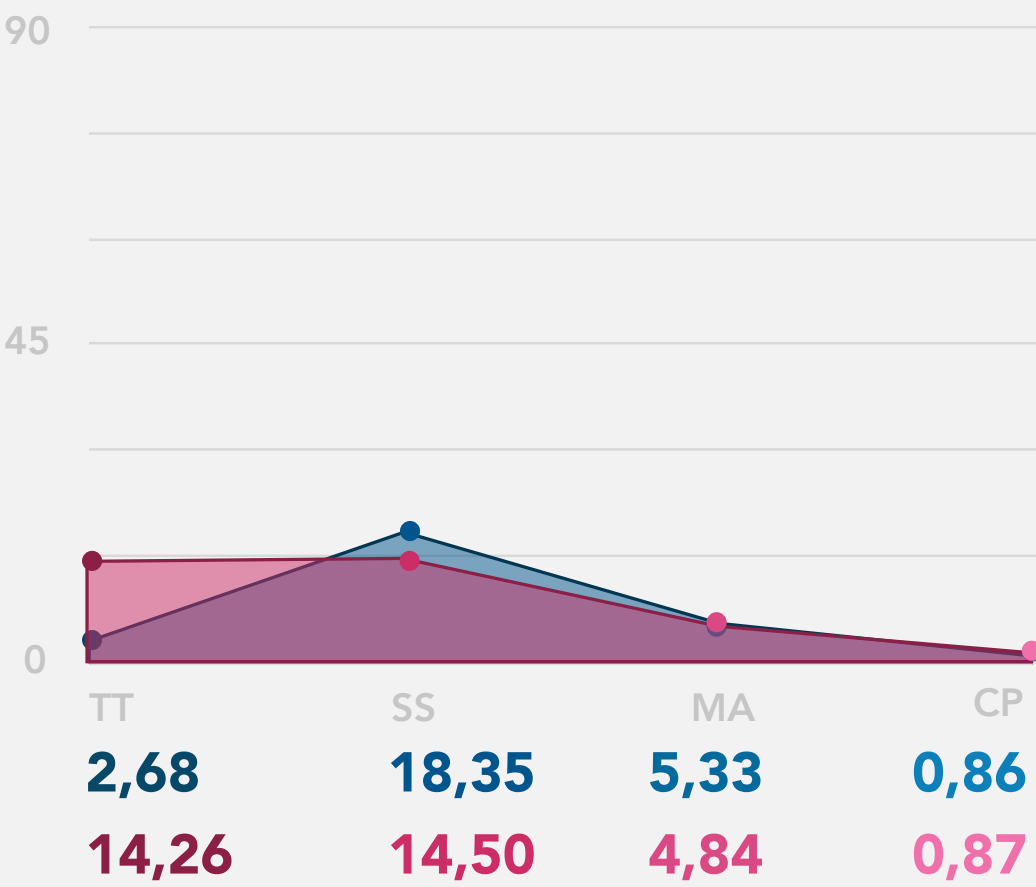
# Adm. Works

Trainings (hour)



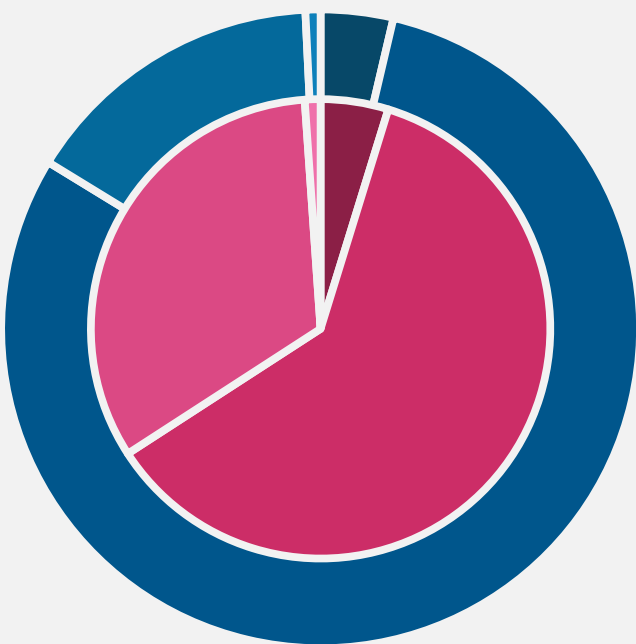
TT	SS	MA	CP
190,33	1.302,93	378,60	60,99
770,16	31,75	20,75	33,08

Average of Trainings (hour/person)



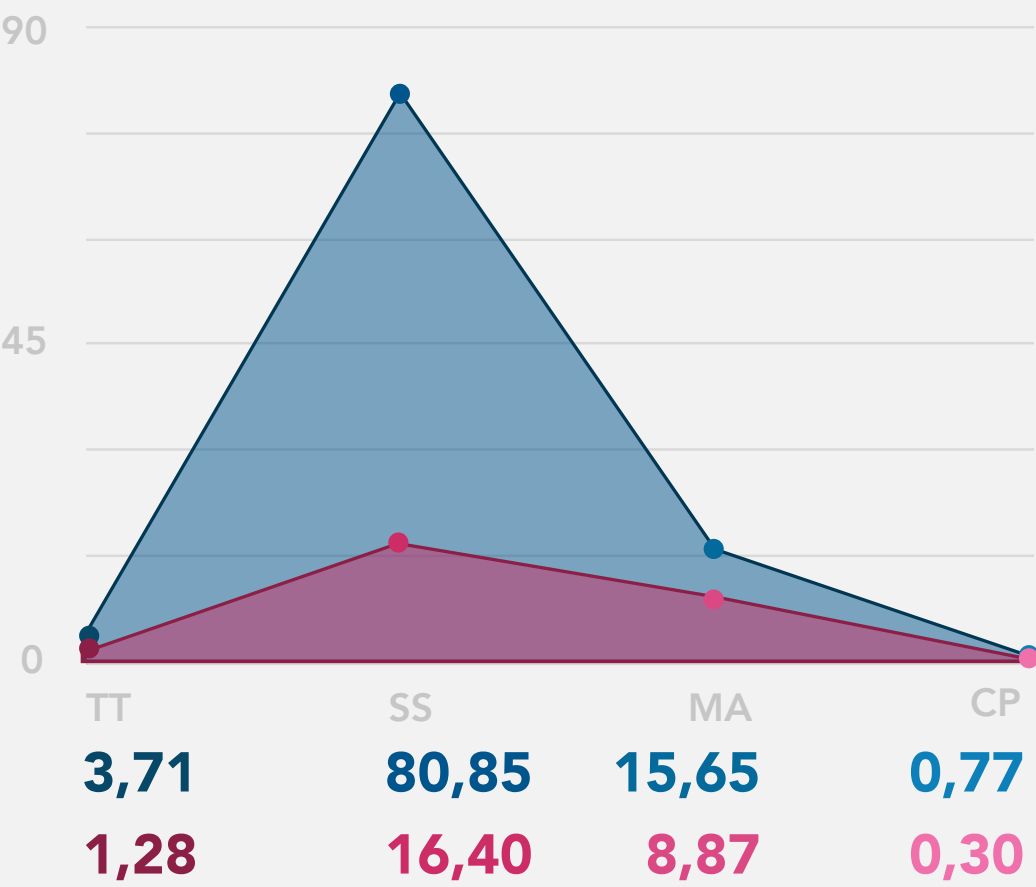
# Produção

Trainings (hour)



TT	SS	MA	CP
3.219,8	70.258,0	13.597,4	669,73
17,91	229,58	124,19	4,15

Average of Trainings (hour/person)



# Total of Trainings

AVERAGE OF TRAININGS (HOUR)

AVERAGE OF TRAININGS (HOUR/PERSON)

Direction	♂	26,53	79,59
Advisory	♀	30,48	60,96
Coordination	♂	17,66	158,96
	♀	17,95	53,84
Engineer	♂	379,87	379,87
	♀	1,49	10,42
Adm. Headquarters	♂	34,48	344,79
	♀	19,27	77,08
Trainees	♂	7,10	21,30
	♀	8,58	42,92
Adm. Works	♂	6,81	483,21
	♀	8,62	465,39
Production	♂	25,24	21.936,2
	♀	6,7	93,96



# Projects and Programs

## I Want to Lear Project

Also in 2022, CRASA started the “I Want to Learn” project, developed in partnership with Sesi, which encourages workers at SP Metro Line 2 - Lot 2 construction sites to resume or complete their studies. Based on an individual assessment methodology, the students can graduate in a period that varies between 6 and 18 months, according to each one’s needs. A teacher from Sesi gives the classes at the construction site itself, from Monday to Friday, from 5pm to 7pm. The participants receive complete school material, a kit with a bag and a case, and an afternoon coffee before classes. (404-2)

## Free Book Library Project

Implemented in July in the administrative site of the CGC Consortium, the project is aimed at the Consortium’s employees, subcontractors, and representatives of Metro, who remain in the surroundings of the Administrative Site and the future Penha Station. The project started with the donation by CRASA of 500 books with several themes.

With a view to providing knowledge and establishing a closer bond with the community, CRASA intends to expand the library for the interest of the surrounding population. The idea

is also to stimulate the community about donating books and taking them out for reading, and to create access to the area where the library was set up, making a reserved space available that does not interfere with employee traffic. (413-1)

## Inmate Hiring Program Project (405-1; 413-1)

The legislation of the state of São Paulo, from Decree 55.126/2009 onwards, guarantees a human and unique treatment to that individual who has delinquented, in two fronts: 1) referral of former inmates of the São Paulo prison system to the labor market; and 2) professional qualification of convicts serving sentences in semi-open regime prison units, of former inmates and of people serving alternative sentences or measures.

In the state of São Paulo, a partnership between the Secretaries of Economic Development and Penitentiary Administration runs the “My Job Pro-Egress” program, which is part of the social reintegration process provided for in the Penal Enforcement Law. The former inmates receive support to obtain a professional card and are inserted in initiatives of professional qualification and labor intermediation for their insertion or reinsertion in the labor market.

CRASA joined this program making vacancies available and creating job opportunities and inclusion for its former employees. The project CRASA Ghella Consbem Consortium – SP

Metro Line 2 has hired 14 egresses to work in the production sector since November 2021.

With this, CRASA fulfills its social inclusion role in line with the recommendations of the Sustainable Development Goals 10.

## Diversity Inclusion Program Project (405-1)

Diversity is one of the values that belong to CRASA. The company believes that, in order to fulfill this goal, it needs to reflect, in fact, on the theme. Therefore, internal actions were created in 2022 with special attention to the works, which aim to foster the theme in the company. Thus, a series of activities were developed to reduce disparities within the CRASA team.

In percentage values, of the total number of employees, the female representation went from 6.72% in 2021 to 8.19% in 2022. In turn, the male percentage, which registered 93.28% in the previous year, fell to 91.81%. Considering only the headquarters, in a total of 69 professionals in 2022, the female group represented 20.29% of the staff.

## Young Apprentice Inclusion Project

Following the inclusion program, we sought to include young apprentices in the labor market. Besides allowing the inclusion of these young people in the labor market, CRASA prepares this public for professional performance, in several departments of the company.

In all, 23 young apprentices were hired during the year 2022, of which 16 were female and seven male. Added to the number of young people already hired, apprentices represented about 3.24% of the total workforce.





## Engenhar Project

Focused on technical knowledge, four events were held, with important and renowned professionals, such as: Rui Oyamada (Civil Engineer, PhD, Master and Professor at Escola Politécnica of the USP and partner-director of OUTEC Engenharia), Massami Murakami (Director of Retail Development of Volvo CE Latin America), Engineer Mauro Beligni (Owner-partner of Tecpav Engenharia e Consultoria) and Paulo Roese (Commercial Manager of Caterpillar for Brazil, Paraguay, and Uruguay).

The Engenhar Project was also implemented, which aims to hold lectures and training on topics about engineering, with trends, innovations, and new practices. The meeting is remote and allows CRASA's collaborators to have contact with the most renowned techniques of today, bringing relevant content to the future of engineering.

## CRASA DAY Project

The Crasa Day, which brings market themes, had four editions, gathering the following names: Ricardo Voltolini (CEO and founder of the consulting firm Ideia Sustentável), Roberto Roche (internationally renowned consultant with more than 35 years of experience in the sector), Tiago Dutra (expert consultant in the General Law of Data Protection), Denise Tavares (lawyer), and Luciane Botto (professor and expert in leadership, change, and organizational culture, and master in organizations and complexity).

Together, the projects impacted more than 500 people among employees, outsourced employees, customers, and suppliers.

Understanding the importance of having its employees qualified and prepared for their personal and professional lives, CRASA Day, a monthly training project aimed at promoting the themes that are part of CRASA's values: Integrity, Innovation, Respect, Transparency, and Trust, was continued.

For the fourth consecutive year, CRASA Day was a way to bring to employees the best practices performed by the market and themes that are in evidence. This action promotes learning opportunities for everyone in alignment with the goals of Sustainable Development Goals number 4 – Quality Education. (205-2; 404-2)

## Benefits (102-41)

### Increases in Meal Vouchers and Food Vouchers

CRASA understands that human capital is a primordial part in the development of its business. And in recognition for all the dedication of its employees, and to motivate them even more, in 2022 the company granted some advantages and benefits to its staff.

The food allowance, a compensatory allowance provided for in the Collective Bargaining

In 2022, Engenhar Project brought the following lectures: (404-2)

In 2022, CRASA Day Project brought the following lectures:





Agreement, had a significant increase in its value. This benefit, which is granted by means of a card for food purchases in supermarket chains and grocery stores, had an increase of approximately 35% on the amount granted. (102-41)

The meal voucher, destined to the daily feeding of the collaborators, also given by means of a magnetic card, a symbolic percentage of 1% of the total of this benefit per month is deducted from the collaborators' salaries. Two readjustments were made in the value of the card, the first in February and the second in August, which added up to a 43% increase in the value of this benefit.

The company, together with other companies in the same economic group to which it belongs, maintains for its employees a supplementary collective care plan in the form of a Free Benefit Generator Plan, with Bradesco Vida e Previdência S.A. The company's fixed contributions correspond to at least 1.7% of the base salary and variable contributions with contributions of 100% on the amount contributed by employees and managers. Such contributions totaled R\$ 509 thousand on December 31, 2022 (R\$ 403 thousand on December 31, 2021).

The grace period for the redemption of the contributions made by the company to the Free Benefit Generator Plan is a minimum of five years of employment. This plan is a defined contribution plan, and the company only recognizes the contribution due when the employee has provided services to the company as an expense. (201-3, 401-2)

## Conducting the Korn Ferry survey to create the salary table

To determine compensation and evaluate its compensation policy in comparison with market practice, CRASA adopts mechanisms such as the contracting of an annual survey conducted by a consulting firm specializing in compensation and directed at the Heavy Construction segment, which serves as the basis for the preparation of the company's salary table. (102-35,102-36)

## Conducting and certifying the climate survey

The efforts to ensure a pleasant working environment were translated into the results of the fourth Organizational Climate Survey, conducted in June 2022, which maintained the level of satisfaction of CRASA employees. This contributed to obtaining the Great Place to Work (GPTW) seal for the fourth consecutive year.

## Fourth performance evaluation cycle

CRASA's Management System also emphasizes Competency Management as a way to structure the company and prepare employees for the challenges of the coming years. In 2022, the company continued the Performance Evaluation process instituted in 2020, identifying

opportunities for improvement and development of professionals and leaders. (102-36; 404-3)

In this methodology five main competencies were analyzed: Engineering, Sustainability and Governance; Teamwork; Customer Focus; Leadership, Development, and Inspiration for others; Integrity and Professional Posture. For each of the attributes, the desired behaviors are indicated according to the hierarchical level within the organizational structure.

## ESG target in variable remuneration

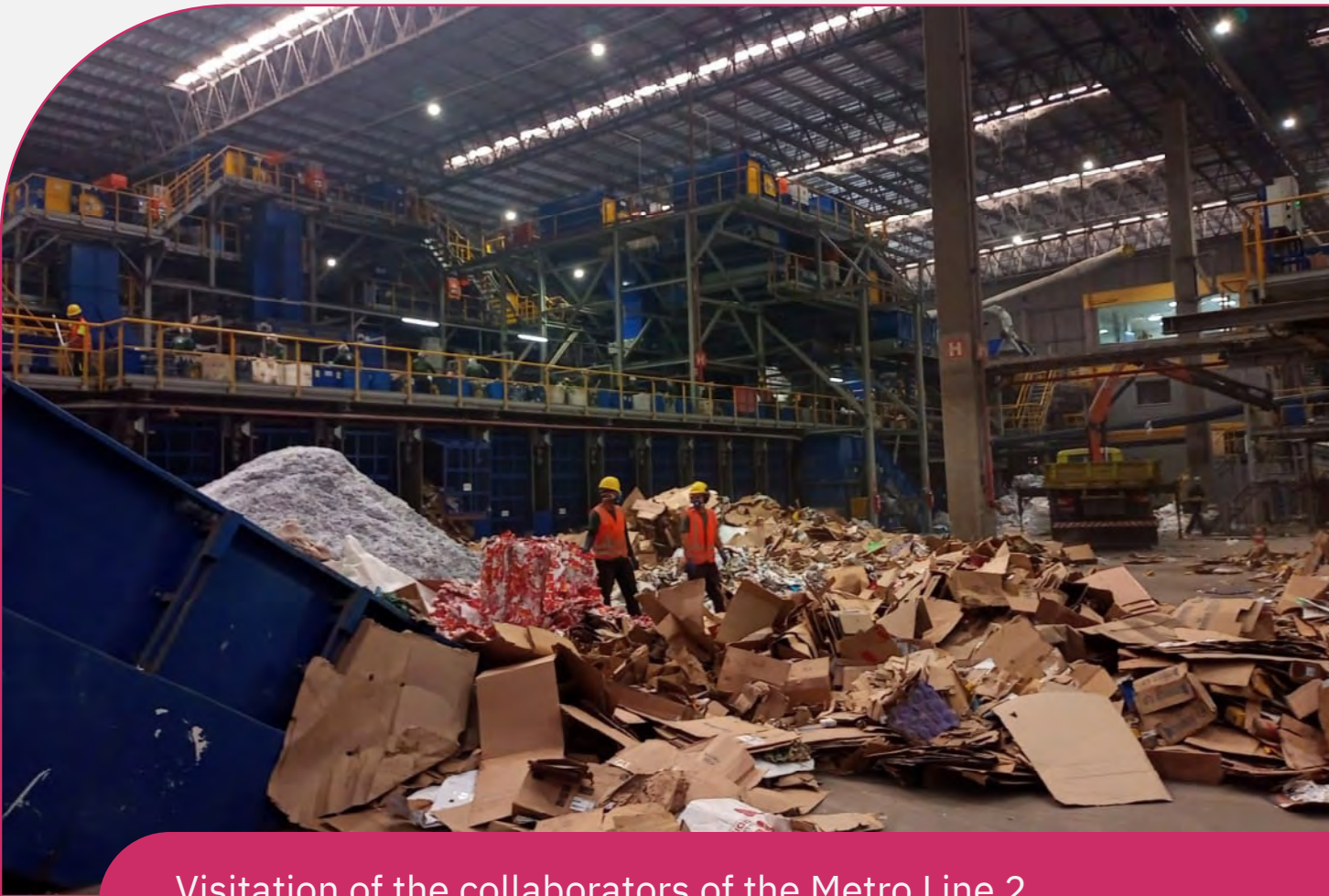
*Aiming to strengthen the culture of sustainability among the teams, in 2021, for the first time, we included ESG targets linked to the payment of the variable remuneration of all employees.*

The indicators that were part of the target were (404-3):

Develop the Diversity Inclusion Program.

Carry out sustainability campaigns and partnerships for waste management/reuse.

Improve the Due Diligence process for Supplier evaluation.



Visitation of the collaborators of the Metro Line 2 Consortium at the recycling company





# Occupational Health and Safety

The CRASA management system at the headquarters and construction sites were implemented based on regulatory standards, ISO guidelines and internal client standards.

Health and safety is one of our values, and this was evidenced throughout 2022 by the leadership, from the numbers of participants in events related to the topic and in the analysis of results at the end of this year.

Since 2019, we have an Occupational Health and Safety Management System focused on meeting applicable legal requirements and regulatory guidelines, such as ISO 45001 and PBQP-H. We identify the risks associated with our activities through our Risk Management Program, Occupational Health Medical Control Program, frequent inspections at the work fronts, and quarterly audits in order to assess and identify possible deviations with the support of our leaders. We use the document Opportunities and Improvement Bulletin to address each incident that may occur, seeking to improve learning and replicate internal containment measures to avoid recurrence. (403-1; 403-6; 403-7; 403-8)

The investigation process of the occurrence is performed by the responsible manager, the involved employee/ outsourced employee and a representative of the Quality, Safety,

Environment and Health sector. After the investigation of the occurrence and data collection from the information survey, scenario situation, and simulation, the 5 Whys or Ishikawa Diagram methodology is used to identify the DNA of the accident.

Next, we develop the action plan, in which the actions to avoid recurrence are defined. All steps are formalized by means of the Opportunities and Improvement Bulletin, following the guidelines defined in an internal procedure.

*In the comparison from 2021 to 2022, we have made considerable progress in this regard, reducing the accident frequency rate from 15.32 to 11.14.* (403-2; 403-9)

We maintain a qualified team to work in occupational health, composed of occupational physicians, nurses, and nursing technicians. The Occupational Health Medical Control Program is managed through the RS Data system, and all the occupational exams are performed through a contract with the occupational health management company of the region where the work is located. (403-6)

Access to medical records and health data of employees and third parties is in accordance with General Data Protection Law best practices and standards. We have contractual provisions relating to confidentiality and data security.

An Internal Commission for the Prevention of Incidents and Accidents is also maintained to act preventively and correctively in cases of incidents and accidents that occur in our operations, drawing up strategies and actions to avoid reoccurrences, as well as providing guidance on operating rules and risks. In addition, employees are regularly trained in relevant topics and integration/retraining and health and safety operation procedures (manuals, procedures and work instructions) are implemented annually. Annual courses, training and recycling are also offered in accordance with the regulatory norms of the Ministry of Labor. (403-4)

To identify the risks related to work that represent a chance of injury bringing consequences to employees, we adopt a Preliminary Risk Analysis and by means of the Risks and Opportunities Matrix we establish hazards and risks for the most critical and frequent activities in our operations, observing personal consequences/impact, internal impact/environment/society. (403-2; 403-7)

Within CRASA, we have implemented several projects that make up the area's calendar, with the purpose of disseminating information on preventive and safe behavior. All the activities promoted at the construction sites have the monitoring and support of the Quality, Safety, Environment and Corporate Health area, with monthly assessments of compliance with occupational health and safety standards.

The employees and outsourced employees are involved in the theme in several ways, among which we highlight the face-to-face training in the training room, in the service fronts from

Occupational Accidents	
NUMBER OF FATAL ACCIDENTS	01
NUMBER OF ACCIDENTS WITH/WITHOUT LOST TIME <15 DAYS	42
NUMBER OF ACCIDENTS WITH LEAVE > 15 DAYS	04
NUMBER OF FATAL ACCIDENTS - SUBCONTRACTORS/THIRDS PARTIRES	00
NUMBER OF COMMUTING ACCIDENTS	04





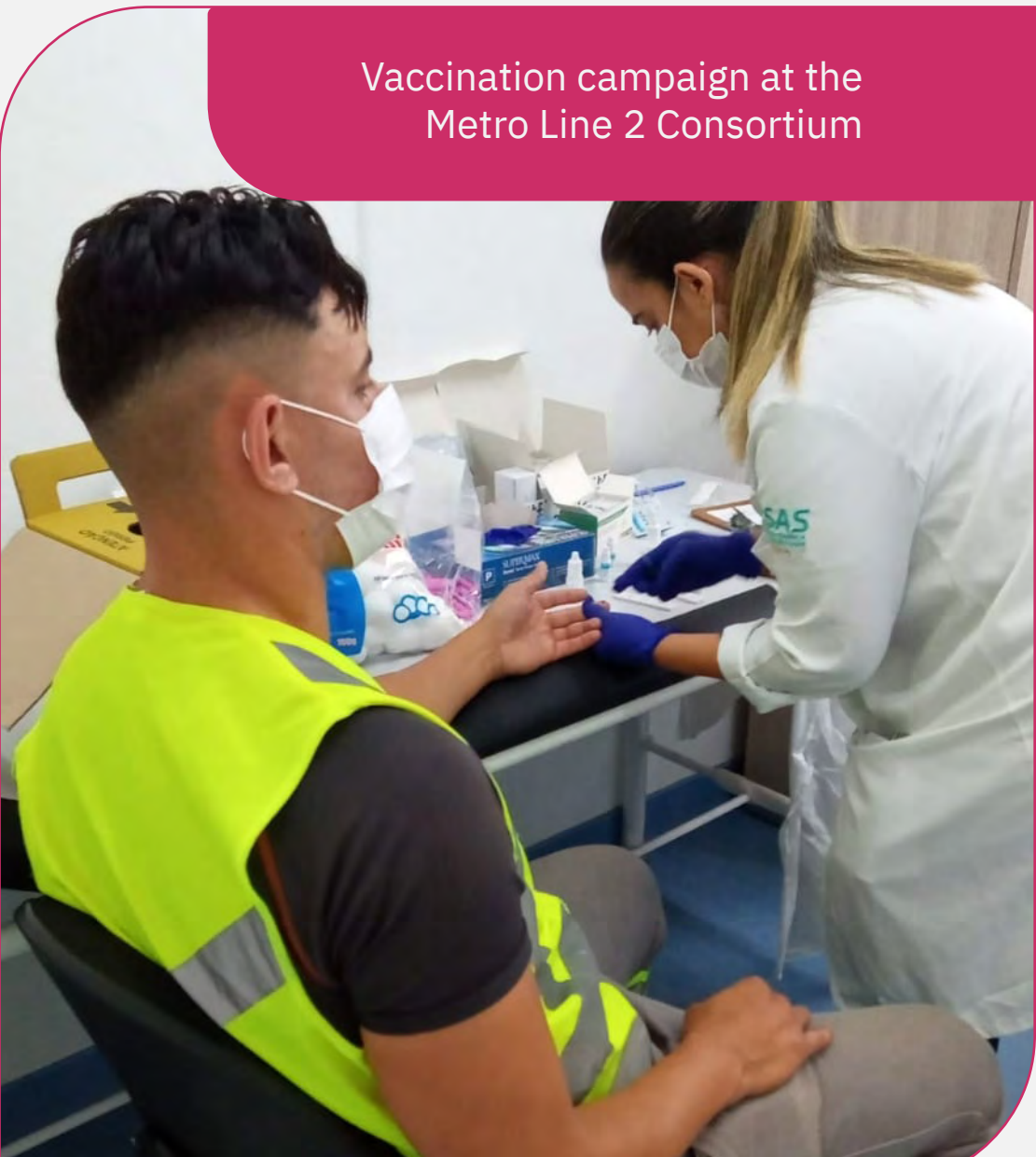
White January campaign at the Metro Line 2 Consortium



World Day Against Tobacco campaign at the Binary II Consortium



National Health Day campaign at the Binary II Consortium



Vaccination campaign at the Metro Line 2 Consortium



Yellow September campaign at the Metro Line 2 Consortium

the Safety, Health and Environment Dialogues, and through the SMS Cine program, where videos are made available in the training room, with topics related to day-to-day life, health and safety at work that, throughout 2022, we had a massive participation of employees who work at the construction sites of our leadership. With the proposal of taking information in a didactic and accessible way, the project takes place every 15 days, when employees and outsourced employees of these works watch a video.

Several actions were carried out with the same theme simultaneously at the construction sites. We could highlight the following actions: White January – mental health awareness; Yellow May – traffic accident prevention; good vision campaign; National Day for the Prevention of Occupational Accidents (07/27); National Day to Combat Smoking (08/29); Yellow September – suicide prevention; Pink October – breast cancer awareness; Blue November – men’s health care awareness; monthly AIDS campaign; and Orange December – skin cancer awareness. (403-8)

In all these activities, CRASA sought and counted on the collaboration of health care units and hospitals located in the surroundings of the construction site. A series of qualified professionals contributed with lectures, dialogues, and specific exams, successfully helping these actions. (403-5)



## Prevention of Occupational Accidents

On the National Day for the Prevention of Occupational Accidents (July 27), CRASA reinforces the guidelines of the Internal Week for the Prevention of Accidents at Work and Environment, which are aligned with the ESG, the Sustainable Development Goals and the company's commitment to the health and safety of its employees. All initiatives aimed at safety at work are compatible with the instructions defined by the International Labor Organization, NBR 14280, and ISO 45001.

The Internal Commission for Accident Prevention plays a fundamental role in employee awareness and prevention. The actions developed have very positive results: in 2022, a total of 42 accidents with less than 15 days away were recorded. In addition, four accidents with more than 15 days off work were recorded, all involving male employees. CRASA ended the year 2022 with 1,148 employees and 140 female employees among the construction sites. (403-4)

A point to be highlighted was the ludic activity called Passa ou Repassa (Pass it or Pass it Back). This activity consisted in creating groups of collaborators for a gymkhana involving questions about preventing accidents at work. The result of this action was very important, because it showed the level of understanding of the collaborators about the theme safety and health at work, providing decision making and future actions, aiming to minimize the occurrence of incidents and accidents.

## Covid-19

The company is concerned about passing on information so that the issues addressed occur with the children from a young age, teaching them how to do the correct hygiene. After the lecture, the vaccination campaign took place with the application of the following vaccines: 63 doses of Janssen and 10 doses of CoronaVac, both for Covid-19; 40 doses of influenza vaccine; 23 doses of hepatitis B vaccine; 22 doses for measles, mumps and rubella (SCR); 20 doses of the double adult; carrying out rapid tests for hepatitis B and C, syphilis and HIV.

It was very important for all the employees who participated to learn more about their bodies, how to take better care of themselves, as well as to reflect on and care for their families.

The number of participants in the morning shift was 145 employees and in the afternoon shift, 50 employees.

## Quadrivalent flu vaccination campaign Binary II Port of Santos Consortium

Its objective was to immunize the Consortium's collaborators and service providers allocated to the construction site against influenza and its other strains. This action reached 172 employees of the BPS II Consortium and 106 outsourced employees. This action aimed the immunization of the construction staff, in order to avoid medi-

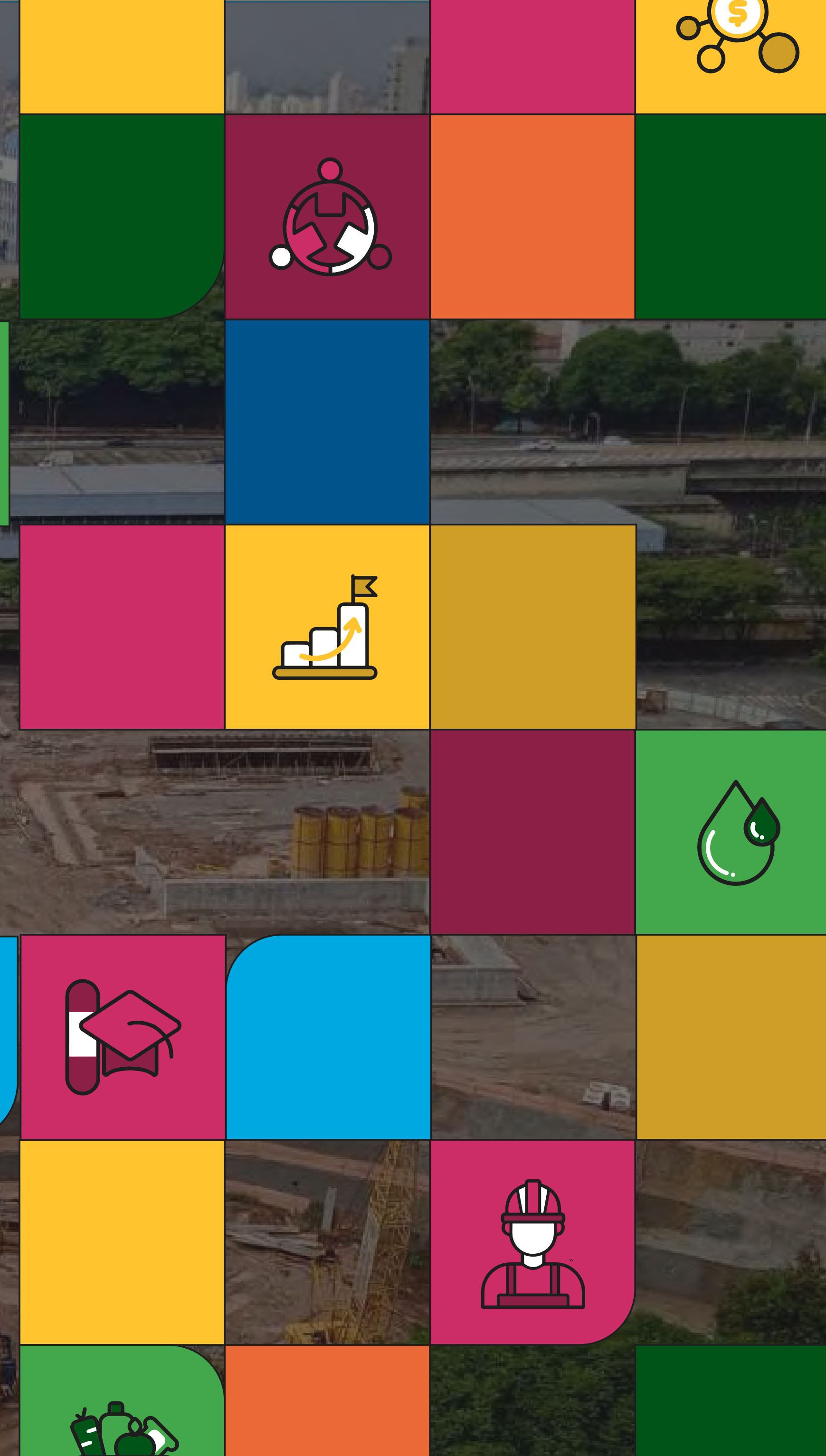
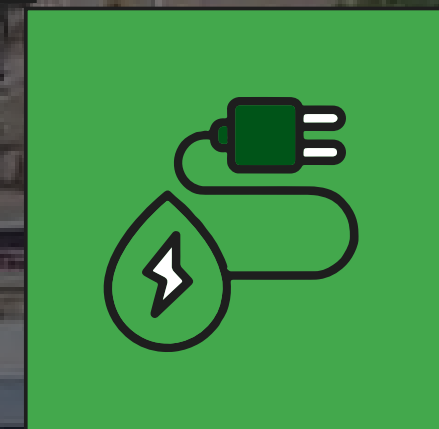
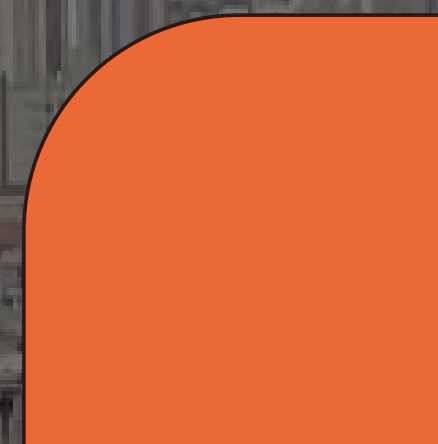
cal leaves due to the flu and the increase of the absenteeism rate, besides contributing to control the spread of the influenza epidemic. (403-5)

Quadrivalent Flu Vaccination campaign at the Binary II Port of Santos Consortium






# 10 GRI CONTENT SUMMARY





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 learn more about the GRI Standards here





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### DIAGRAMMING

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### IMAGES

CRASA Infraestrutura Image Bank

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