

Group



# Sustainability Report

# 2023



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# Message from the CEO

Fraport Porto Alegre Airport  
Porto Alegre - Rio Grande do Sul State

## A YEAR OF ACHIEVEMENTS

GRI 2-22

2023 was a milestone in our history for several reasons, but in particular for the number of projects completed and workers involved. The volume of contracts signed in 2022 had already broken a record, and in 2023 it rose by almost another 50%.

Through the enhancement of its organizational structure to boost its business strategies, HTB exceeded the targets set for 2022. In one notable case, **we won contracts for the simultaneous execution of 15 airport projects stretching from one end of Brazil to the other.** In addition to their distance apart, the locations each have their individual characteristics which posed a challenge, above all, in human resources management. The contract term was two years, and we assembled teams of trained staff more quickly than ever before, boosting our total headcount by 60%.

As in previous years, we followed the Great Place to Work (GPTW) methodology to assess our organizational climate. Almost twice as many staff took part in the 2023 survey and around half of them were hired within the previous twelve months. We see our corporate culture as being inclusive, and thanks to this we achieved an Employee Net Promoter Score of 63%.

Increase in:



**50%**  
contracts closed  
in 2023



**60%**  
total number  
of employees

## BRAND DIFFERENTIATION

HTB achieves customer satisfaction through a strategy of differentiation, such as an ESG agenda, innovation, staff training and good long-term relations. In recent years we have created trust in our deliveries, and this is demonstrated by the fact that two out of every three of our customers give us repeat business. Construtora TEDESCO, one of our subsidiaries, is a good example: it has grown significantly in its 75 years of operations and is increasingly consolidating itself in markets such as healthcare.

# 2/3

of our customers give us repeat business

Another brand differential is the data we produce, which fosters the strengthening of our ESG agenda. In 2024, for the first time, the Company is going to produce an inventory of Greenhouse Gas (GHG) emissions to guide future decisions on risk management and help us seize opportunities that can put us ahead of our competitors.

Furthermore, throughout 2023, we reinforced our sustainability strategy through the combined efforts of our ESG team. We held dozens of workshops across the country to inform our people of the plans and of the actions being taken to promote each pillar of sustainability. The initiative gave us a better idea of how familiar our employees are with the ESG concept, and this will help us plan future training courses and communication campaigns to get everyone in the Company involved.



## Strengthening the ESG agenda in 2023



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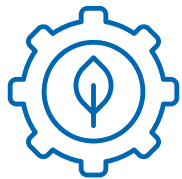
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Another highlight was the creation of multidisciplinary work groups to produce new environmental, social and governance ideas. Participation is voluntary and is open to all those interested in helping HTB develop an ESG strategy and bring it to maturity.



As this Report shows, HTB governance is increasingly concerned with the long-term sustainability of the Company and of the human and environmental resources we employ. This is all bound up with our dedication and passion for engineering and construction

Enjoy reading the Report!  
**Detlef Dralle** – CEO



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# Highlights of 2023

Airport runway  
Rondonópolis, Minas Gerais State

# 19 AIRPORTS under execution

Record volume **contracted:**

# BRL 1.1billion

50% more than 2022



# 2/3

repeat  
customers



Great Place to Work  
(GPTW) Seal with  
Employee Net Promoter  
Score of 63%

# 60%

increase in the  
workforce



# > 1,500

direct employees

# > 900

contract employees



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GRI 2-2 | 2-3 | 2-14 | 2-29 | 3-1 | 3-2

# FROM REPORTING TO CONSTRUCTION SITES

GRI 2-29

This document was developed based on the Global Reporting Initiative (GRI) standard methodology. The HTB Group's Sustainability Report provides data for the period from January 1 to December 31, 2023, with highlighted information on the business and the Company's ESG strategy. The topics reported here were defined through a materiality process conducted in 2022, which identified six material themes from consultations with primary and secondary, institutional and non-institutional sources, as well as interviews with over 100 external stakeholders and company executives.

HTB's main stakeholders include, besides the shareholders, its direct and indirect employees, trade unions, customers, suppliers, and the community surrounding the Company's construction sites. They are engaged in ESG topics, among others, through training sessions, climate surveys, interviews, meetings with representatives, and publications in internal and external media, such as the quarterly magazine "Tapume," which is publicly accessible on the Company's website.

To disseminate HTB's strategy to all employees, following the publication of the 2022 Report, dialogues about the use and purpose of the Sustainability Report were held in 2023, emphasizing the promotion of a more transparent communications with stakeholder audiences and serving as a management tool to improve results and formalize HTB Group's commitment to monitoring its ESG performance.



Click here to read the 2022 Sustainability Report



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50  
in-person  
presentations  
were made at  
construction  
sites and head  
office to  
400  
people



One of the tasks was to bring the Sustainability Report to the Company's construction sites, to allow the identification of gaps in understanding it and the Company's ESG management.

This process also involved a meeting of HTB Group's leadership, which culminated in an event focused on discussing ESG related topics and its role in the Company's future vision.



Prior to its publication, the content of this Sustainability Report was approved by the HTB Group Executive Board. Please send any comments to [esg@htb.eng.br](mailto:esg@htb.eng.br)



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# The HTB Group

GRI 2-1 | 2-6 | 2-16

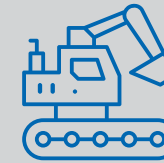
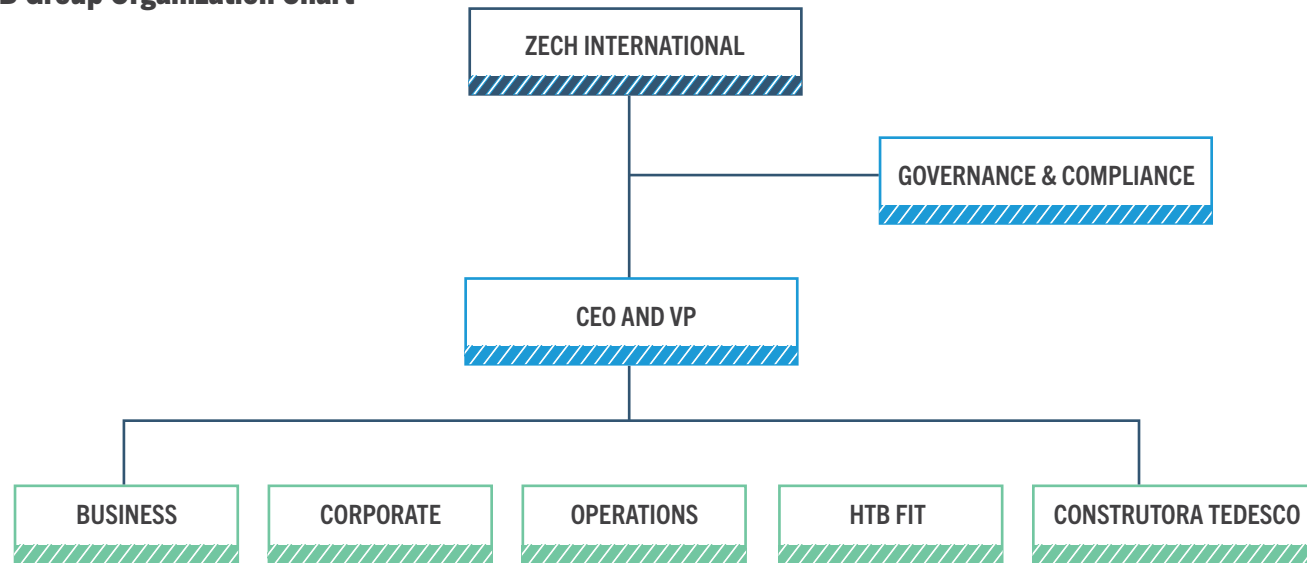
The HTB Group, part of the Zech International Group, is a privately held organization in the civil construction sector, consisting of HTB, Construtora TEDESCO and HTB Fit. Of German origin, the Company started in Brazil in 1966 and set up its headquarters in the city of São Paulo. It also has an office in the city of Porto Alegre, Rio Grande do Sul State, where Construtora TEDESCO is based.

The Company undertakes major works in every Brazilian state in the following segments: air transport, ports, sanitation, energy, oil & gas, pulp & paper, real estate, healthcare, agribusiness and IT/Telecommunications.

With a business model that comprises the phases of conception, execution and management of buildings, industrial projects and infrastructure, HTB, Construtora TEDESCO and HTB Fit complement each other by offering tailor-made solutions in accordance with the needs of each customer.

A customer-centric approach is one of our corporate principles, and this means proactive service, excellence and a relationship of trust and mutual commitment. We undertake in-person satisfaction surveys throughout the period of execution of a project, to assess criteria of trust, commitment, competence and relationship.

### HTB Group Organization Chart



#### HTB

Construction feasibility studies and engineering and construction alternatives. The largest player in the airports sector in Brazil, which accounts for the lion's share of the Group's contracts.

#### CONSTRUTORA TEDESCO

Construction works executed in line with best market practices, agreed deadlines and in compliance with the law. A major player in the hospital sector, particularly in the southern region of Brazil.

#### HTB Fit

Management of serial construction projects tailored for retail customers.



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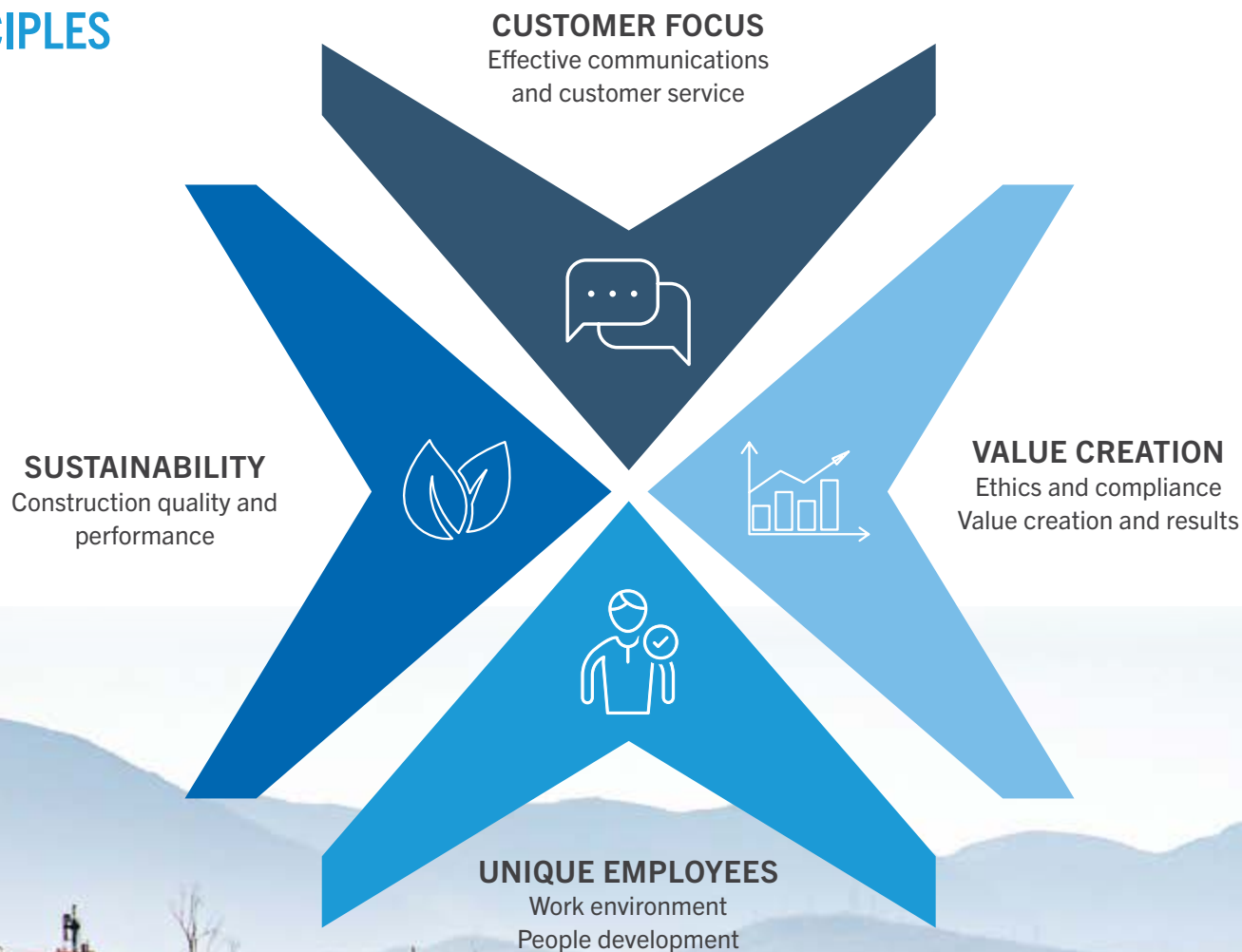
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# HTB PRINCIPLES



**Vision**  
To be an engineering and construction company of excellence.

**Mission**  
Deliver tailored solutions, providing services in a differentiated way.

**Value Proposition**  
We are a trustworthy Company that fulfills its commitments and adds value to the customer's business.

*Bento Rodrigues Resettlement - Minas Gerais State*



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Nora Teixeira Hospital  
Porto Alegre - Rio Grande do Sul State



**TEDESCO: 75 years of history**

In 2023, Construtora TEDESCO commemorated its 75th anniversary. Since joining the Zech International Group in 2008, the Company has been building a reputation in the healthcare segment with projects in the Brazilian southern region. These include delivery of the Nora Teixeira Hospital, where construction started in 2019 as part of the Santa Casa de Porto Alegre complex in Rio Grande do Sul State. Boasting 30,000 sqm spread on 15 floors, it is one of Brazil's most modern hospitals. It offers several robotic procedures, which are speedier and more precise, allowing the hospital capacity to be increased by 219 beds.

The new building has a Leadership in Energy and Environmental Design (LEED) certification with less light pollution and greater water and energy efficiency. Adaptations made by TEDESCO for this project ranged from extra care with noise and dust to special finishes for each type of medical specialty. Works started and progressed during the Covid-19 pandemic, and this demanded care to prevent staff contamination with a reduction in on-site worker numbers. Furthermore, the Company had to cope with shortages of raw materials and increased prices for inputs.

Another example of a new-concept construction is at the design phase of a project developed for the city of Capão da Canoa on the coast of Rio Grande do Sul State. The contract covers construction of a complex measuring 78,000 sqm including a hospital, a healthcare facility, residential units, a business center, a shopping mall and a parking building.

TEDESCO's construction portfolio also includes office buildings, clubs, stadiums, sanitation works, teaching institutions, and industrial, telecommunications and energy projects. In 2024, the Company plans to extend its operations to other sectors and states in Brazil.



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### Bento Rodrigues Resettlement

The urban resettlement project at Bento Rodrigues, a city located 24 km from Mariana in Minas Gerais State, was commissioned by Fundação Renova and was started by HTB from scratch in 2019. The project will relocate 225 displaced families.

HTB had already delivered 106 homes in 2022, together with school infrastructure, a health center, service station, sewage treatment plant, a bridge, road surfacing and street lighting. In 2023, the Company signed a contract to build another 14 houses, for delivery in the first half of 2024.

### GRU Airport train

HTB is one of the members of a 100% Brazilian consortium to build a railway on tracks connecting the Companhia Paulista de Trens Metropolitanos (CPTM) network with São Paulo Guarulhos International Airport (GRU). Amid fierce international competition for the contract, with a range of technical options, the consortium was selected thanks to its previous experience with the Porto Alegre International Airport in Rio Grande do Sul State.

The train operates on the principle of an inverted sailboat, without a motor. It is a light and efficient solution with low energy consumption.

For HTB, this is a project of symbolic significance as it is located at the largest airport in Latin America. More than 3,000 meters of railway track are expected to be built and the trains will carry up to 2,000 passengers per hour per direction.

### HTB Fit and Vivo/Telefónica

Vivo/Telefónica is a telecommunications company that offers mobile and landline telephone services, internet and pay TV throughout Brazil. With offices spread across the country, the company constantly seeks to modernize its facilities, whether through retrofits or new openings. In a three-year partnership, HTB Fit was selected to develop the engineering designs and oversee retrofit works in two of Vivo's offices.

The first modernization project was carried out in the Eco Berrini building, which was built by HTB in 2011. The retrofit included the creation of three distinct spaces: an auditorium, Estúdio Terra for recording podcasts and Vivocasts, and Squad, a collaborative environment for employees. Each space was designed to meet different needs, promoting a more dynamic and functional work environment.

The second project involved the renovation of an entire floor in the building on Avenida Doutor Chucri Zaidan in São Paulo to house Vivo's Network Monitoring Center, in addition to the renovation of the cafeteria and employee chillout area. Challenges included the complexity of the installations, such as adapting the air conditioning system and implementing surveillance automation. Using BIM platforms, HTB Fit was able to identify and resolve possible problems during construction, ensuring the efficiency and quality of the designs.





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# Strategic management

GRI 2-9 | 2-10 | 2-11 | 2-15

ESG Governance

Conduct, ethics and integrity  
Commitment to external institutions

HTB Group corporate governance is aligned with its holding company – Zech International Group.

Management is the joint responsibility of the CEO and the VP, under the Four Eyes Principle, an internal control with decisions taken by at least two persons.



The position of CEO is the highest level of seniority of the organization in Brazil. Its roles include drafting a strategic plan and submitting it to the shareholder for appreciation and approval; submitting investment and new business opportunities to the approval of the shareholder; overseeing and implementing strategies jointly with the officers; caring for the financial health of the Company; and representing it in dealing with the external public.



The Executive Board consists of the CEO, Vice President and Executive Officers listed in the organization chart. Based on criteria of management, negotiation and relationship skills, nominees to the HTB Group Executive Board must be previously approved by the shareholder – to whom the HTB CEO reports directly to ensure that the decision-making process is efficient and effective.

The Executive Board is advised by five multi-task committees in its decisions on issues within their sphere of competence. Committee members are appointed by the CEO and Executive Officers based on criteria of knowhow and experience, teamwork, length of time in the Company, and ability to resolve corporate issues.

HTB Headquarters São Paulo



## HTB GROUP EXECUTIVE BOARD ADVISORY COMMITTEES

### ETHICS COMMITTEE

**Purpose:** Ensures good conduct, oversee the Compliance Program, assesses results of investigations of improper conduct, and acts as impartial arbiter of disciplinary measures and other corrective actions.

**Members:** Compliance Officer, Compliance Coordinator, Communication Coordinator and Human Resources Manager.

With rotating members, the Ethics Committee consists of managers appointed by the Compliance Officer and approved by the HTB Group CEO. Rotating members hold office for a period of two years, which may be extended for a further two.

Changes in members of the Ethics Committee, whether permanent or rotating, during or after the expiry of their term of office (when applicable), must be presented by the Compliance Officer to the CEO for evaluation and approval.

**Participation:** Any company or contracted employee may be invited to attend a meeting on an exceptional basis, for the purpose of cooperation, with a right to speak.

### CORPORATE COMMITTEE

**Purpose:** Act on crisis situations. Members and frequency of meetings are defined according to the event.

### MANAGEMENT COMMITTEE

**Purpose:** Has an executive role and seeks to ensure the standardization of processes.

**Members:** Appointed by the Vice Presidente and the Chief Operations Officer. 30% to 50% of the members are replaced annually.

### ESG COMMITTEE

**Purpose:** Implements and monitors the organization's ESG strategy.

**Members:** Made up of 9 members, this Committee is chaired by the Corporate Director and consists of representatives from the Environment, Human Resources and Compliance areas.

**Frequency of meetings:** monthly, with the CEO.



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## ETHICAL MANAGEMENT

### PREVENTIVE MECHANISMS

To establish trusting and long-term relationships, HTB's Compliance team carries out integrity due diligence for stakeholders. Based on the Company's risk mapping and specialized tools, we identify situations of conflict of interest and other Compliance issues for suppliers, grantees and other business partners.

Additionally, all HTB employees must formalize any situation of conflict of interest by filling out and signing the "Declaration of Transparency" form, which is an integral part of HTB Code of Conduct. The declared situations are handled by the Compliance area, together with the Human Resources area.

### DETECTION MECHANISMS [GRI 2-25](#)

#### Ethics Channel

Managed by an independent company. The channel is available 24/7 with guaranteed confidentiality and anonymity. It is a public channel and can be accessed by employees, business partners, society and other stakeholders.

<https://www.htb.eng.br/canal-de-etica>

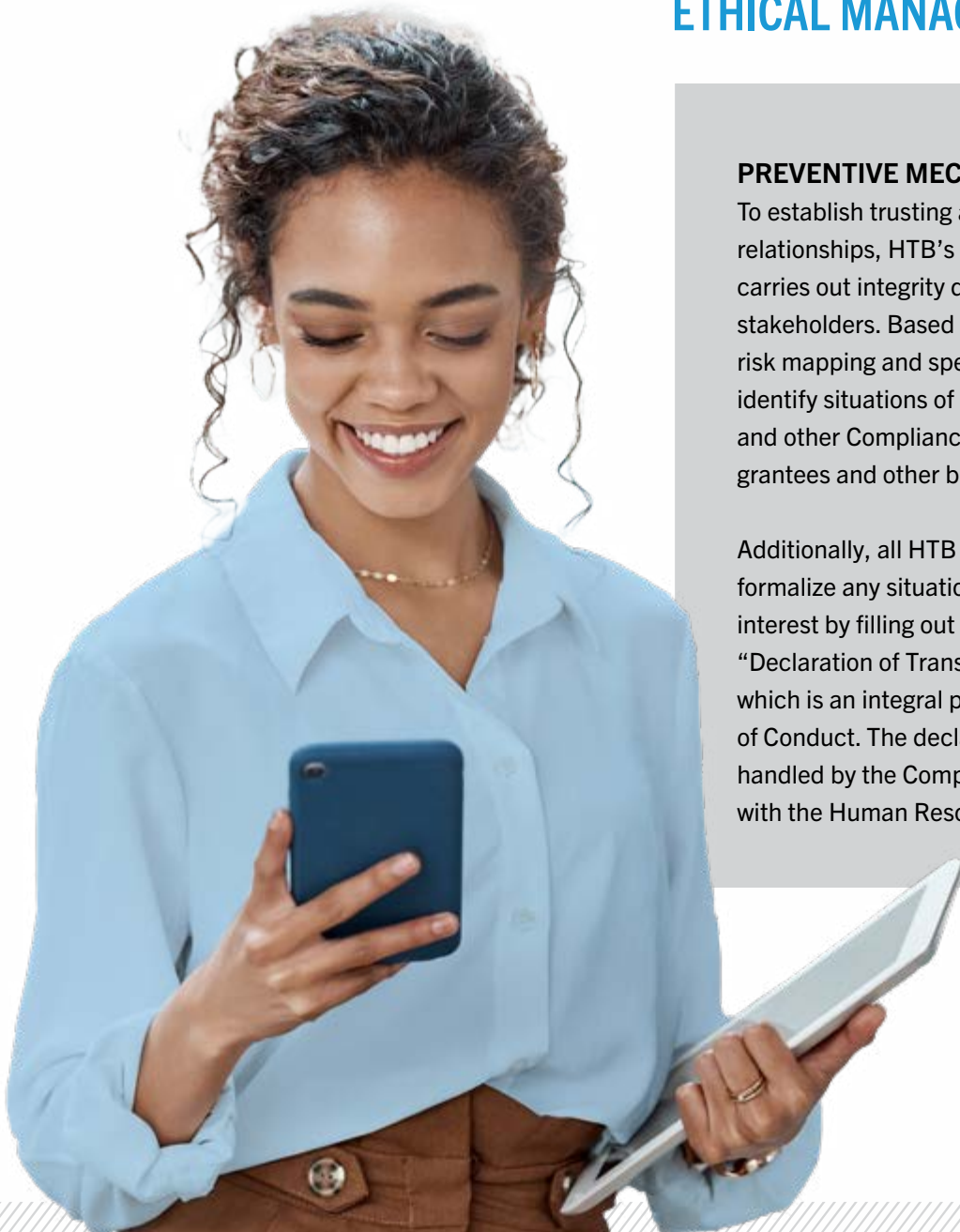
0800 601 6899  
(toll free number in Brazil)

#### Women's Ethics Channel

Managed by the same independent company as our Ethics Channel, it is also available 24 hours a day, seven days a week, and guarantees confidentiality and anonymity. Its difference is that the service is provided only by women in a safe and welcoming way, for more sensitive complaints, related to harassment, discrimination or any type of violence.

<https://www.htb.eng.br/canal-de-etica>

0800 800 1074  
(toll free number in Brazil)



# ESG GOVERNANCE

GRI 3-3 | 2-12 | 2-13 | 2-14 | 2-17 | 2-18 | 2-23 | 2-24 | 201-2

One of HTB's principles is sustainability. The concept is defined in the Company's Code of Conduct as good corporate governance practice, equal opportunities and diversity, promotion of staff health, safety and wellbeing, and responsibility towards the environment and future generations.

Our ESG management in 2022 included prioritizing 9 of the 17 United Nations Sustainable Development Goals (SDGs) which could impact the HTB Group. They were then divided into environment, social and governance actions. Subsequently, in 2023, the Company drafted its ESG Policy aligned with corporate documents and the priority SDGs.



Since 2022, HTB has advanced its ESG agenda on the basis of a materiality matrix and by monitoring indicators. The results are reported bimonthly and now influence senior management decision-making at meetings attended by management professionals (executive officers, directors, managers and coordinators). A link is subsequently posted to make a recording of the meetings available to all staff.

Senior management defines priorities and sets goals, but HTB's organizational culture encourages people at every level of seniority to get involved. Some leaders are responsible for impact management, reporting directly to the executive officers. Impacts of a financial nature are the responsibility of the heads of Controlling and Accounting; environmental impacts are reported by the heads of Quality, Health and Environment; and impacts of a social nature (employees) are part of the Human Resources role.



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From the perspective of management of economic, environmental and social impacts, the Executive Board is assessed according to Company results. The HTB Group Management System is audited every six months by an independent auditor. The Financial Statements are audited annually also by an independent auditor.

HTB's senior management keeps up to date with ESG market concepts by attending training courses provided to them. They also participate in business groups like the Brazil-Germany Chamber of Commerce, with HTB's CEO taking an active part and heading ESG-related topics.

Changes in targets are discussed at all monthly meetings, as well as at business and operations area meetings. Changes in the corporate area are discussed every four months by the Executive Board, resulting in amended targets and initiatives to ensure that they are met. Shortcomings reported in external audit reports are analyzed by the Management Committee, so that an action plan can be drawn up, in agreement with the areas involved, and put into practice before the next audit.



HTB ESG agenda is part of the Company's decision-making process



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## Strategic alignment with the SDGs



With its underlying culture of creating value and innovation, the HTB Group is committed to providing streamlined industrial engineering and construction solutions, aimed at operating efficiency, emitting fewer pollutants and minimizing the use of non-renewable natural resources.



Undertaking studies to understand the environmental impact of the organization and its emissions of greenhouse gases (GHG); and exploring the possibility and feasibility of using alternative construction materials to help reduce them.



Introducing environmental management on HTB construction sites to continually improve energy efficiency, pollution and noise controls, and waste management.



Adoption of attitudes that add value for stakeholders and society.



Promotion of a safe, healthy work environment and concern for the wellbeing of our staff.



Investing in education and people development, and preserving an ethical, positive and respectful organizational climate; promoting diversity and rejecting discrimination of any kind.



The satisfaction and engagement of each member of our staff is critical to the success of the business.



Respect and strict compliance with the law and regulations applicable to our industry are principles required for all HTB employees, agents, representatives, subcontractors, suppliers and other business partners.

It is forbidden to do anything that might represent a corporate offense or that might jeopardize the image of the HTB Group or its customers.

The HTB Group quality management system guarantees fulfillment of contractual requirements in terms of deadlines, cost and specifications, which are fully respected.

Speedy service, clear and accurate information, and the use of value engineering are our tools to achieve customer satisfaction, profit and a long-term future.



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### ESG Working Groups

After publication of the first HTB Sustainability Report in 2022, we decided to have more active internal discussions about the indicators reported. With a view to managing risks, and to improve the efficiency of company results and the effectiveness of the actions influencing ESG performance, it was decided to set up Working Groups (WGs) on the following issues, for discussions and setting targets: Climate Change, Sustainable Worksites, Social Actions, Diversity & Inclusion, ESG Risks & Opportunities, Sustainable Procurement and ESG Innovation.

Accordingly, in 2023, the Company announced that direct employees could volunteer for membership of the WGs, irrespective of their area of work. Meetings will be online, so that staff from all over the country can take part, and there will be a specialist sponsor for each topic. We are hoping that the WGs will give rise to more opportunities and innovations, and lead to greater engagement by the workforce.





## CONDUCT, ETHICS AND INTEGRITY

[GRI 3-3](#) | [2-13](#) | [205-1](#) | [205-2](#) | [206-1](#) | [417-1](#)

Good conduct is defined in the HTB Group in terms of compliance with the law, ethics and integrity. It is institutionalized by the formal acceptance by our staff and suppliers of the Code of Conduct, which stresses zero tolerance for corruption and money-laundering, unfair competition, conflicts of interest, discrimination and child labor, forced labor or labor analogous to slavery. The document also underlines the organization’s commitment to human rights and the environment. For this, we carry out an integrity due diligence with our stakeholders to assess their alignment with our commitments.

The mechanisms to ensure the maintenance of an ethical environment are part of our Compliance Program. With the aim of preventing, detecting and correcting violations of legislation and organizational regulations, our Compliance Program is supervised by the Ethics Committee and independently audited, thus ensuring continuous improvement of its effectiveness.

Our Compliance Program permeates all processes and activities, defining the standards of conduct required of our employees, mainly through awareness campaigns, training, investigations into complaints and Compliance audits.

Based on our Compliance risk management, we prioritize actions and rigor in our internal controls. As an example, we highlight the risk of corruption, due to interaction with public bodies. Considering that, in 2023, there was no provision of services to public bodies and most of the licenses for our construction works were obtained by our customers, our risk of corruption remains at minimum levels. Therefore, no specific complementary actions were implemented to mitigate this risk in 2023, in addition to our existing Onboarding Program for new employees. A moment in which everyone learns the ethics and integrity guidelines of our [Code of Conduct](#), as well as anti-corruption techniques when serving public people.



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### Total number and percentage of staff and members of the governance body receiving anticorruption training

GRI 205-2

	NUMBER OF PEOPLE TRAINED (*)	PERCENTAGE OF PEOPLE TRAINED (**)
Director	0	0%
Officer	0	0%
Manager	17	33%
Coordinator	29	38%
Engineer / Architect	90	52%
Analysts	16	22%
Foreman	17	41%
Technicians	99	57%
Clerks and Assistants	90	55%
Trainees and Apprentices	15	86%

NOTES: No new Directors or Officers joined the Company in 2023. This is why there was no Induction Training for these jobs. However everyone attended the annual Anti-Discrimination course.

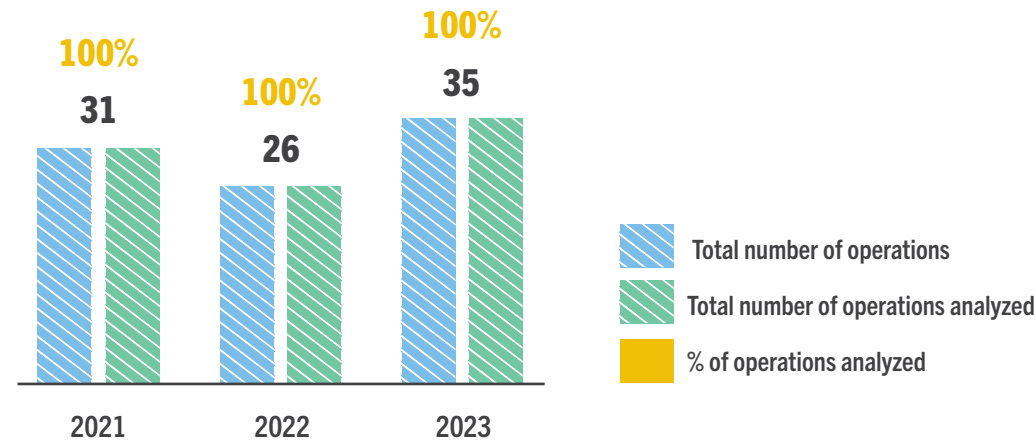
\* Including MOIA and EXEC (contract employees) of HTB and TEDESCO. Excluding MOIO and MOD (direct employees), hired directly by the consortium, and contract staff.

\*\* The calculation includes staff hired in 2023 who attended compliance induction training, divided by the headcount of active employees as at December 31, 2023.

The [Code of Conduct](#) provides that the organization may not make direct or indirect donations to political entities or parties, or to individual politicians. No court cases were filed or settled on unfair competition or violations of antitrust or antimonopoly laws involving HTB in 2023. There is one case in progress since 2021 that has not yet been settled.

### Total number and percentage of operations analyzed for corruption-related risks

GRI 205-1



Key risks, opportunities, priorities, targets and indicators are presented every two months to the entire HTB Group leadership, including senior management, at a meeting that is recorded and made available to all staff. There are also weekly meetings between the sales team and senior management to analyze opportunities and decide whether the organization will submit bids for contracts, taking into account image, compliance, environmental and financial risks.



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## COMPLAINTS MECHANISM

[GRI 3-3](#) | [2-16](#) | [2-26](#) | [205-3](#) | [406-1](#)

HTB encourages its staff to go to their immediate superiors for answers to queries and guidance on ethics and responsibilities. Furthermore, any conduct that may violate corporate regulations or the law must be reported through the HTB Group Whistleblower Channel.

Crucial concerns, such as those submitted through the Whistleblower Channel, are reported immediately to senior management by Executive Officers at regular follow-up meetings, Executive Board meetings or meetings with the shareholder. Occupational Safety and Environment indicators, in particular, are reported monthly, and if a severe risk is identified a Crisis Committee is set up.

**In 2023, we launched the Women’s Whistleblower Channel, with sympathetic women listeners to receive reports of sexual harassment, abuse or violence**



Both channels are open to the internal and external public:

**24** hours a day

**7** days a week

**365** days a year

The channels are operated by an independent third party, details of the caller are protected, with the option for confidentiality, and all complaints are dealt with and replied to.

As to the nature of complaints received, two notices of violation were issued in 2023, but as yet no fines have been levied for non-compliance with laws or regulations. A fine was imposed for a violation recorded in 2022. No non-monetary sanctions have been imposed. [GRI 2-27](#)

As was the case during the previous three years, no court cases were filed and there have been no confirmed cases of corruption; and no staff have been dismissed or punished for this reason. There have been no terminations or non-renewals of contracts with business partners.



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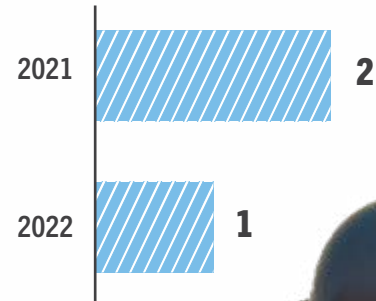


One report of discrimination was recorded on the Women’s Whistleblower Channel. Compliance investigated and confirmed the case. After analysis by the Ethics Committee, the Company issued a formal warning, as provided for in the labor laws.

To discourage other events, the issue is now addressed in new staff induction courses and Occupational Health & Safety Dialogues. A course on prevention of discrimination was given by a lawyer specializing in the area. In 2024 additional courses will be held focusing on improved interpersonal relations between members of the staff, to reduce the risk of further cases of discrimination and harassment.

Access to the data needed for HTB activities must remain restricted. **The Code of Conduct prohibits disclosure of information to third parties** and its use, by staff, suppliers or other partners, to obtain a personal advantage or favoritism, also after a contract with a customer has been terminated.

**Total number of cases of discrimination** [GRI 406-1](#)





## COMMITMENT TO EXTERNAL INSTITUTIONS GRI 2-28



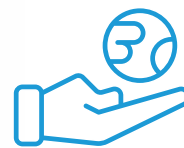
### **GRI Club – Gathering the world’s leading real estate & infrastructure players, since 1990s**

Aimed at a membership of 11,000 C-Level executives, the GRI Club includes leaders of the real estate and infrastructure sectors from over 100 countries.



### **Brazil-Germany Chamber of Commerce, since its foundation in 1966**

The purpose of this commitment is to create a platform for business between German and Brazilian companies – São Paulo boasts the largest German industrial hub outside Germany. HTB’s CEO is one of the Vice-Presidents in São Paulo and in Rio de Janeiro, and the Company is also a member of the Porto Alegre Brazil-Germany Chamber. HTB participates in events related to innovation and sustainability.



## HTB subscribed to the Global Compact in 2024



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### **Alliance for the Reduction of Greenhouse Gases (GHG), since 2022**

Initiative of the São Paulo State Civil Construction Industry Trade Union (Sinduscon/SP), the São Paulo State Employers' Housing Union of the State of São Paulo (Secovi/SP) and the Brazilian Real Estate Developers Association (Abrainc). The aim of the Alliance is to encourage the 42 member companies to publish GHG emissions inventories, according to the GHG Protocol methodology. For this, they supply proprietary data that enable a sectoral inventory to be prepared, based on the Climas platform with support by WayCarbon consultants.

Participants are from the construction, property development and real estate sector, and once they have signed up they create definitions, maps, parameters and training courses on the platform. Results and recommendations were presented to the group early in 2024 and will be published in due course. With this consumption data on construction projects built during 2022 and 2023, the HTB Group will be able to issue its first GHG inventory in 2024.



### **São Paulo State Civil Construction Industry Trade Union (Sinduscon/SP), since its foundation**

Its main objective is to promote initiatives for training and growth in construction companies and to influence public policies. The HTB Group represents civil construction companies in Sinduscon/SP and attends monthly meetings of the Technology and Quality Committee, for market benchmarking purposes and to monitor regulatory changes and share information.



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# Value Creation and Results

GRI 201-1 | 203-1 | 203-2 | 3-3

Financial performance  
Supply chain

*Mr. Shan Business Offices  
Porto Alegre - Rio Grande do Sul state*



## One of the four HTB principles is value creation

Value creation benefits the organization’s key stakeholders directly and indirectly, thanks to prudent management of available resources, permitting quality deliveries and good relations with the surrounding communities, customers and suppliers.

Quality relationships persist after a project is completed. Each customer receives information about the systems, components and materials used, trials and technological controls, worksheets for keeping track of works execution and guidance for maintenance, operation and use.



## The HTB Business Management System (HBMS) standardizes all processes of the organization

### CONSTRUCTION QUALITY

In order for customer to know what to expect from delivery, the HTB Business Management System (SHGN) manual standardizes all the Company’s processes, including prospecting opportunities, executing the work and after-sales. This means that the business must comply with the same regulations, irrespective of the size or location of the development – safety procedures are an example. Satisfaction with deliveries is reflected in our contracts: two out of three customers are repeat business.

Highlights of the SHGN are Lean Construction and digital construction methods. Both save time and costs and add value to the product through the efficiency obtained in construction processes, whether building or installation. Lean Construction standardizes tools for works management in order to reduce waste through continuous improvements. Digital construction is an integrated set of policies, processes, and technologies that enables the management of the conception and development processes of a project through modeling of virtual objects.



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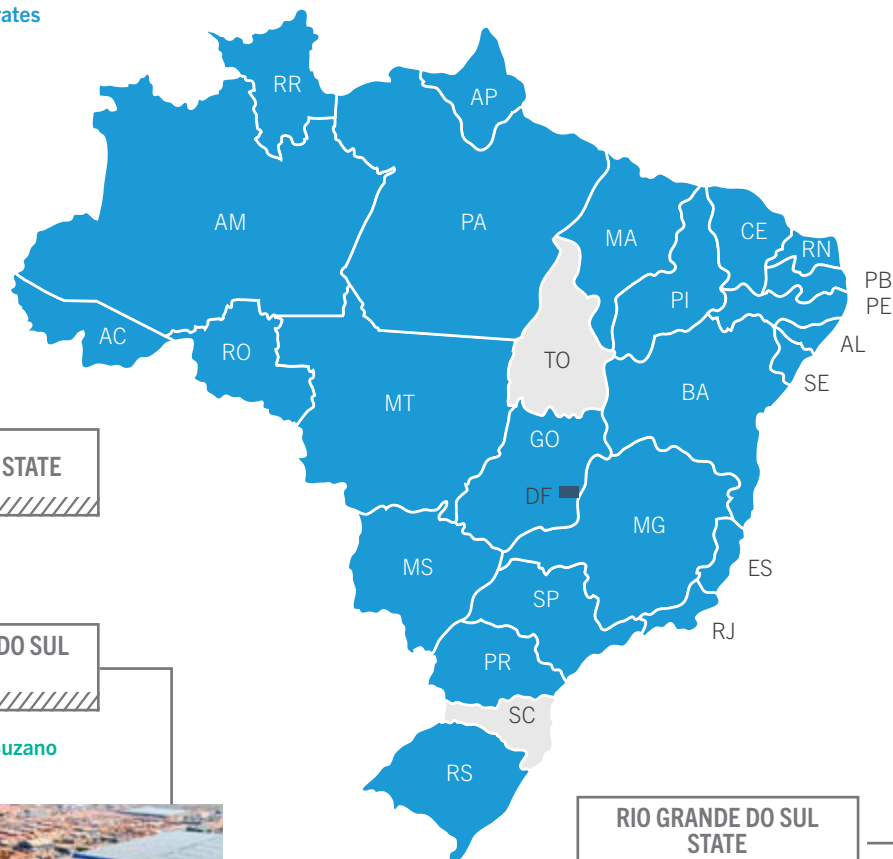
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# PROJECTS UNDER EXECUTION IN BRAZIL BY THE HTB GROUP IN 2023

▲ States where the HTB Group operates



**HTB FIT**

- Burger King
- Movida
- Pague Menos Expansão
- Decathlon
- Vivo
- GPA - Expansion
- Grupo Alife
- 1A99
- KFC



Novo distrito **Bento Rodrigues - Minas Gerais State**

**MINAS GERAIS STATE**

- Bento Rodrigues Resettlement – Phase 2

**SANTA CATARINA STATE**

- ✓ Unimed Hospital Concórdia
- ✓ Unimed Joinville
- ✓ Hospital S. José - Block A
- ✓ Barra FC

**SÃO PAULO STATE**

- GRU Airport
- CCR Pre-Construction
- Cultura Artística Theater

**MATO GROSSO STATE**

- Socicam COA

**MATO GROSSO DO SUL STATE**

- Cerrado Drying - Suzano



New Suzano Factory in **Ribas do Rio Pardo - Mato Grosso do Sul State**

**RIO GRANDE DO SUL STATE**

- ✓ Nora Teixeira Hospital
- ✓ Tacchini Hospital
- ✓ Univates - Tacchini Hospital
- ✓ Moinhos de Vento Hospital - Blocks 12 and 20+



**Nora Teixeira Hospital, Porto Alegre - Rio Grande do Sul State**



**Burger King Pirassununga - São Paulo State**



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## AIRPORTS BUILT FOR CCR BY HTB GROUP IN 2023



Rondonópolis Airport - Mato Grosso State



### CENTRAL BLOCK



- Goiania
- Imperatriz
- Petrolina
- Palmas
- São Luís
- Teresina

### SOUTH BLOCK



- Bacacheri
- Bagé
- Curitiba
- Foz do iguaçu
- Joinville
- Londrina
- Navegantes
- Pelotas
- Uruguaiiana



Fraport Porto Alegre Airport  
Porto Alegre - Rio Grande do Sul State



Socicam

Concession models, Public-Private Partnerships and infrastructure privatizations have boosted private sector participation in Brazil’s public administration. Demand was followed by auctions and, at the end of 2022, HTB was commissioned to execute standardized projects under a Design and Build contract, to expand and upgrade 20 airports throughout Brazil – 15 of them managed by the Brazilian infrastructure concession company CCR in 14 cities and 5 by Socicam. This was the largest volume of contracts ever signed by the HTB Group.

In the case of the CCR Airports, the completion deadline was shorter than two years. Initial deliveries consisted mainly of engineering and feasibility studies, jointly prepared by HTB and CCR staff; logistical studies for the almost simultaneous execution of the 15 projects, while the airports continued to be fully operational; and definition and prompt mobilization of workers, partners, suppliers and service providers.

**15** airports operated by CCR in 14 cities

The size of the operation posed some challenges to HTB management, such as organizing 15 teams at different locations, while preserving the Company’s identity, values and quality. Another challenge was to recruit and absorb workers in record time in order to meet the demand. Therefore our total employee headcount rose by 60%.

HTB prefers to engage workers locally, thus helping to create regional value. These hires, albeit temporary due to the nature of construction works, had a significant impact on the development of local communities.

## FINANCIAL PERFORMANCE

GRI 201-1, 3-3

2023 saw us sign the largest volume of contracts in the history of the HTB Group

# BRL 1.1 billion

nearly 50% more than in 2022, a record backlog of inventory.

Earnings were more than three times 2022. In 2024, we expect to double our earnings for 2023. We see these results as being due to the recognition by the market of our extensive track record of deliveries and our good relations established over the years.

We continue to focus our activities as defined in 2022, on ten key segments which we regard as strategic: Air Transport, Ports, Sanitation, Energy, Oil & Gas, Pulp & Paper, Real Estate, Health, Agribusiness and IT/ Telecommunications. HTB is taking a more proactive approach to attract diversified business geographically distributed across these sectors.

## DIRECT ECONOMIC VALUE GENERATED

	2022	2023
<b>Revenues</b>	727,395	1,141,655
<b>Gross Value Added</b>	727,395	1,141,655
<b>Amortization / Depreciation / Expenses</b>		
<b>Net Value Added Produced by the Company</b>	727,395	1,141,655
<b>Value Added Received by Transfer</b>		
<b>Value Added for Distribution</b>	727,395	1,141,655
<b>ECONOMIC VALUE DISTRIBUTED</b>	- 703,199	- 1,102,730
<b>Operating Costs</b>	- 635,859	- 1,000,836
<b>Salaries and Employees Benefits</b>	- 33,969	- 56,434
<b>Payments to Suppliers of Capital</b>	0.00	0.00
<b>payments to government</b>	- 33,371	- 45,460
<b>Investments in the Community</b>	0.00	0.00
<b>ECONOMIC VALUE WHITHHELD</b>	24,196.00	38,925.00



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# SUPPLY CHAIN

GRI 408-1 | 409-1 | 3-3

The comparative importance of HTB suppliers can be measured by procurement costs, which account for more than 65,68% of net company revenues. The figure was BRL719,87 MM in 2023 (against BRL537,900 MM in 2022). Our supply chain, therefore, must comply with the law, and must also comply with various company policies and procedures, like the Code of Conduct.

To monitor these risks, the Code of Conduct provides for due diligence to assess the ethical, fiscal and legal uprightness of partners. This means that the entire process, starting with the contract is analyzed by HTB.

We undertake monthly inspections of documentation evidencing payment by suppliers of salaries and benefits to their staff, and of labor charges, besides regular physical inspections to check that accommodation provided for their own employees and contract workers are adequate, as required by law.



## CODE OF CONDUCT

The following is prohibited according to the document:

- The use of child labor and labor similar to slavery.
- Disrespect for the human rights of employees, such as health and safety.
- Discriminatory practices.
- Improper or unlawful payments to a public or private agent.
- Unlawful and abusive acts, such as conflicts of interest, cartel, corruption, fraud, money laundering, and bribery.

In managing these contracts, we apply the HTB Procurement Policy and Procedures, which define the stages for drawing up a purchase timetable, issuing a purchase requisition, validation a vendor list, approval, contracting, and performance appraisal.

Supplier selection must ensure optimum cost-benefit ratio, quality and technical, economic, financial and ethical reliability. Approval follows registration on the HTB procurement portal, and one criterion is compliance with the legislation, such as Law No 12,846/2013 (Brazilian Anticorruption Law).



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*Teatro Cultura Artística  
São Paulo State*

The Code of Conduct also requires HTB to ensure that its partners act sustainably towards the environment, in accordance with the law, and show that they possess the environmental licenses necessary for their activities.

The HTB Group gives first priority to local companies, which adds value to the market, reduces environmental impacts and facilitates logistics. This is possible because HTB identifies supplies near its construction sites. Another initiative with suppliers is through HTB Conecta, an innovation program to find new suppliers and startups, through solutions for company procedures and business.

In 2023,  
**33.34%**  
of our suppliers were  
considered to be regional

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# People Management

GRI 2-7 | 2-20 | 401-1 | 405-1 | 405-2 | 3-3

Skills development  
Health & safety



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In 2023

15 projects were commissioned by CCR concessionaire

60% increase in the total number of employees

In 2023, we were required to absorb a large number of people in a short space of time to meet our new business commitments during the year. We had to mobilize new workers throughout Brazil as our largest customer – the infrastructure concession company CCR – commissioned us to execute work at 15 Brazilian airports. This increased our total workforce by some 60% over the previous year. A challenge for the Company not only due to the labor selection process but also to ensure the maintenance of delivery standards and HTB’s organizational culture.

All newly hired employees undergo a robust Integration program, which covers various topics: Our history, Compliance, People Management, Administration Manual, and Communications, among others. Additionally, newly hired leaders participate in various internal lectures held with leaders of the Company’s internal areas.



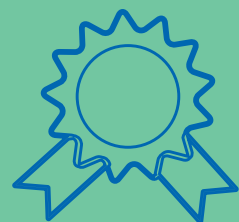
## GREAT PLACE TO WORK

As a way of measuring the organizational climate, HTB has conducted the Great Place to Work (GPTW) annual survey since 2019. It provides a voluntary assessment by direct staff on several topics, including leadership, innovation and diversity.

Based on the survey conducted in 2023, action plans were drawn up: a new Profit and Results Plan was established; improvements were made in processes across various areas; a coaching program for leaders was held, and training actions with employees were enhanced, such as HTB in the Field, which provides content on construction stages for company employees and workers directly involved in field operations.

Despite HTB Group's workforce traditionally having many long-standing employees, due to new projects and hires, an interesting data point is that 50% of the survey respondents had been with the Company for one year or less. This new group provided positive feedback, showing that over a short period, they identify with the Company's culture and philosophy. This interaction between the established corporate culture and new ideas has contributed to HTB's growth, like adapting processes for managing different profiles.

Another unprecedented result was the nearly zero gap between employee satisfaction regarding their specific areas (micro view) and satisfaction with HTB Group as a whole (macro view). For HTB Group, this shows the maturity of the leaders to represent the Company to their teams.



In 2023, **85%** of the staff responded to the GPTW survey, and we achieved an **Employee Net Promoter Score de 63**, sufficient to keep HTB in the quality zone



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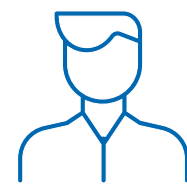
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By year-end 2023, HTB headcount had reached **1,599**, including direct and indirect employees, trainees and apprentices. Of this total:



**1,274**  
men (799 in 2022)



**325**  
women (194 in 2022)

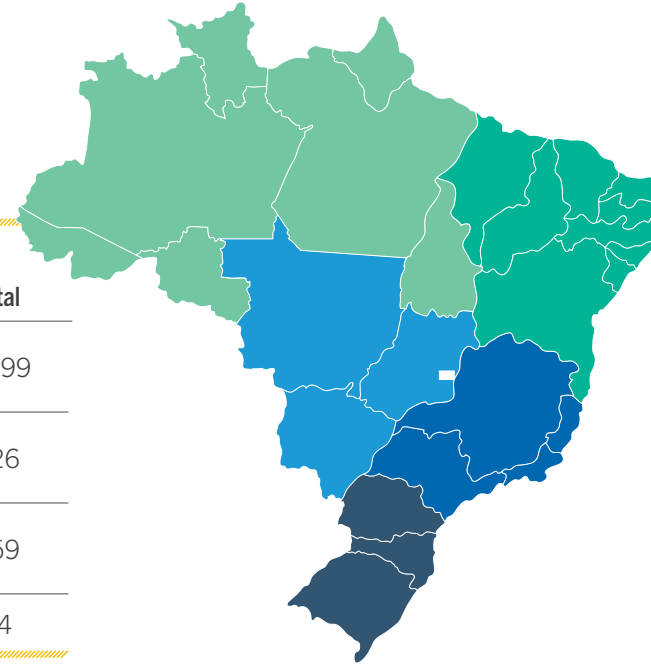
**Total number of staff, by gender** [GRI 2-8](#)

	2022			2023		
			Total			Total
Total number of employees, trainees and apprentices*	194	799	<b>993</b>	325	1,274	<b>1,599</b>
Number of employees – indirect workforce (MOIA/EXEC) – Monthly wage earners**	150	274	<b>424</b>	256	470	<b>726</b>
Number of employees – direct workforce (MOD/MOIO) Hourly wage earners***	37	519	<b>556</b>	60	799	<b>859</b>
Number of Trainees and Apprentices****	7	6	<b>13</b>	9	5	<b>14</b>

NOTES:

Staff on leave of absence are not included in the figures.  
 \*Total number of employees: staff under employment contracts, apprentices, trainees and statutory officers.  
 \*\* Number of employees – indirect workforce (MOIA / EXEC): Management and technical and administrative staff on a monthly salary comprised of directors, officers, managers, coordinators, engineers, architects, technical analysts, analysts, technicians, foremen, storekeepers, assistants and clerks.  
 \*\*\* Number of employees – direct workforce (MOD / MOIO): Staff undertaking operational activities on different service fronts of construction works, on an hourly basis comprised of electricians, bricklayers, carpenters, timekeepers, painters, woodworkers, controllers, supervisors etc.  
 \*\*\*\* Number of trainees and apprentices: Staff on a trainee or apprenticeship contract.

### Total number of staff, by region [GRI 2-8](#)



	Midwest	Northeast	North	Southeast	South	Total
Total number of employees, trainees and apprentices	403	149	18	509	520	1,599
Number of employees – indirect workforce (MOIA/EXEC) – Monthly wage earners	114	78	10	266	258	726
Number of employees – direct workforce (MOD/MOIO) Hourly wage earners	288	71	8	239	253	859
Number of Trainees and Apprentices	1	0	0	4	9	14

NOTE: The cost center is taken to be the location where the employee is based.

### Total number of staff, by type of operation [GRI 2-8](#)

	2022			2023		
	CORPORATE	WORKS & PROJECTS	TOTAL	CORPORATE	WORKS & PROJECTS	TOTAL
Total number of employees, trainees and apprentices	170	823	993	2,790	0	2,790
Number of employees – indirect workforce (MOIA/EXEC) – Monthly wage earners	152	272	424	1,126	0	1,126
Number of employees – direct workforce (MOD/MOIO) Hourly wage earners	13	543	556	12	847	859
Number of Trainees and Apprentices	5	8	13	18	0	18



The HTB Group has a career plan and compensation system, based on a skills management model, with structured practices enabling staff to align their professional development with company objectives. The model is organized in three key concepts: **career path, skills and levels of complexity.**

Each level of complexity is within a salary band that allows HTB to place employees according to their degree of maturity. This is based on the result of a skills assessment.

The People Committee, consisting of the CEO, VP, Corporate Director and Human Resources Manager, is responsible for defining the compensation strategy, designing and approving programs for fixed and variable compensation and approving requests for salary adjustments made by the construction or area managers.

Members of the People Committee are assisted by independent consultants specializing in salary surveys, using a methodology connected to the HTB skills model, which was developed in 2016 with the help of external consultants. They also take into account the opinions of senior managers (construction sites), functional managers (office) and the Calibration Committee, whose members discuss employee careers and performance.

**Ratio between basic salary and compensation received by women and by men** [GRI 405-2](#)

	2023	
		
	% women	% men
BY JOB CATEGORY		
Director	0%	100%
Officer	95%	103%
Manager	93%	104%
Coordinator	98%	101%
Senior Architect and Engineer	96%	101%
Architect and Engineer	99%	100%
Junior Architect and Engineer	99%	101%
Trainee Architect and Engineer / Technical Analyst	99%	101%
Senior Analyst / Supervisor	106%	95%
Analyst	100%	100%
Junior Analyst	103%	96%
Foreman	0%	100%
Senior Technician	110%	99%
Technician	90%	109%
Junior Technician	91%	103%
Assistant	90%	106%
Clerk	103%	97%
MOD/ MOIO	73%	102%

NOTE: To calculate % women, we took the average salary of staff in the female group, divided by the overall average salary (female + male). To calculate % men, we took the average salary of staff in the male group, divided by the overall average salary (female + male). Indicators are calculated by job category and level of complexity.

## SKILLS DEVELOPMENT GRI 404-1 | 404-2 | 3-3

HTB promotes staff training and, depending on the type of activity, prioritizes safety, health and welfare. The primary tool for people development is the Integrated People Management Model, with structured practices that explain to staff their targets and how to align them with the Strategic Objectives. Programs and training initiatives are defined each year with the HTB Corporate University, which was set up in 2022.

In 2023, following the launch of the Corporate University, training courses were held, such as the two modules on roofs with land steel structures. During the year:

Male employees were given an average of

 **27** against 22 in 2022

 **21** against 26 in 2022

## Hours of training GRI 404-1

	TOTAL HOURS			AVERAGE HOURS		
	2021	2022	2023	2021	2022	2023
<b>BY GENDER</b>	<b>8,942</b>	<b>10,284</b>	<b>17,042</b>	<b>24</b>	<b>24</b>	<b>23</b>
Men	5,255	6,189	9,971	22	22	27
Women	3,686	4,095	7,072	26	26	21
<b>BY JOB CATEGORY</b>	<b>8,942</b>	<b>10,284</b>	<b>17,042</b>	<b>24</b>	<b>24</b>	<b>23</b>
Officer	303	180	204	34	20	26
Officer	389	329	304	35	30	30
Manager	1,476	1,353	2,273	39	40	45
Coordinator	1,633	1,953	3,321	37	39	43
Engineer/Architect	1,509	2,501	3,483	22	26	24
Analyst	1,367	1,224	2,342	24	22	26
Foreman	71	65	181	5	1	5
Technicians	797	850	1,974	53	53	13
Clerk and Assistant	1,166	1,697	2,726	22	27	17
Trainees and Apprentices	232	134	234	3	10	17

NOTE: The hours of all MOIA/EXEC staff and trainees/ apprentices are included in each year. Averages are calculated by dividing the number of hours by the headcount of the classification (gender or job category) on the last day of December.



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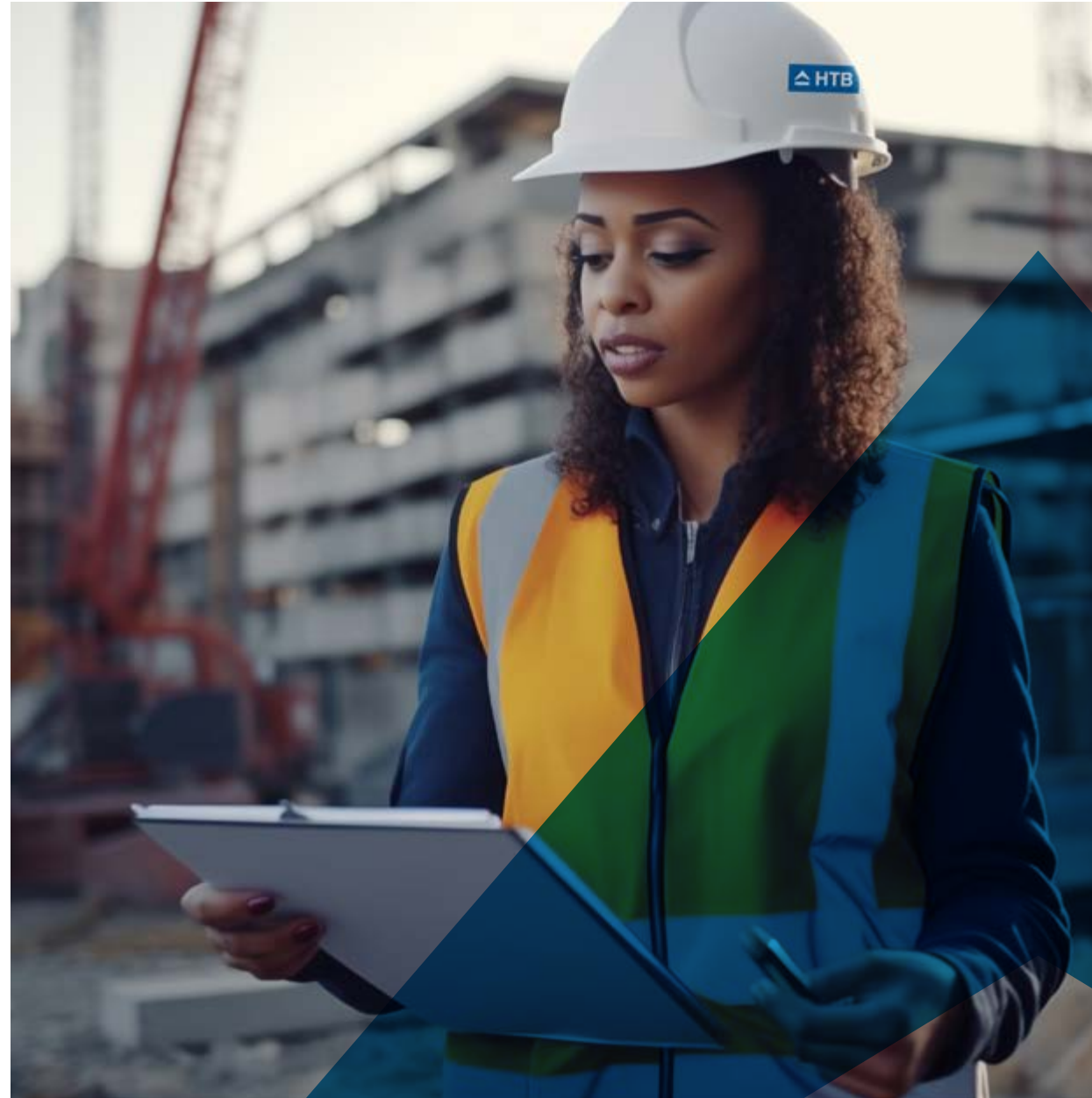
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Within the Leadership Development Program, training, lectures, and coaching sessions have been conducted over the years on topics such as conflict management, interpersonal relationships, communication, and negotiation.

Knowledge **management and internal innovation** are also encouraged via the **HTB Group Innovation Portal**. Access is free for staff and includes the following tools: SiiH Construction Management, HTB Conecta, Practical Innovation Community, Knowhow Farm, Innovation Ecosystem and HTB Digital.

The HTB Digital tool has been used to digitalize relevant processes for the Company's strategy in order to optimize resources. This was done based on an impact matrix, which evaluates the process identified, its relevance to the strategic map, its efficiency or efficacy and the impact generated in the areas, and offers solutions allowing seamless digitalization. This, for example, led to the creation of the SiiH Construction Management tool.



## SKILLS APPRAISAL GRI 404-3

Every year, employees who have been with the company for more than three months undergo an evaluation and feedback process with their immediate managers. Based on the indicators and results gathered, an Individual Development Plan is drafted. This year, 100% of the staff underwent the evaluation just as in 2022.

A behavioral profile questionnaire was also completed by managers and subordinates, in order to survey and appreciate diverse skills. Staff received feedback and managers were given consolidated reports on their teams to permit specialist consultants to assist in discussing the profiles.

**In 2023, 100% of employees received performance evaluations**

BY JOB CATEGORY	2022	2023
Officer	100%	100%
Manager	100%	100%
Coordinator	100%	100%
Analyst	100%	100%
Engineer / Architect	100%	100%
Technician	100%	100%
Foreman	100%	100%
Assistant / Clerk	100%	100%



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# HEALTH & SAFETY

GRI 403-1 | 403-2 | 403-3 | 403-9 | 403-10 | 3-3

HTB prioritizes health and safety in people management. To obtain satisfactory levels of supervision and execution, all direct and indirect staff have to observe internal Occupational Health & Safety guidelines, besides the law. Daily safety talks are held for staff to become familiar with these rules.

As well as Regulatory Standards (NRs) imposed by law, there are also international standards to be observed, such as the **ISO 45001 certification (Occupational Health & Safety Management System)**. To constantly monitor operations, the HTB Group Occupational Health & Safety Management System applies to all of its own employees and contract employees and their activities, from the design of a project to final delivery – data is restricted to health and safety professionals and subject to medical secrecy.



Monthly indicators assist Health & Safety monitoring, including analysis of hazards, risks, impacts and environmental aspects, according to their scope, incidence, situation, timing, severity, probability and detection. Information compiled includes:

- Health, safety, environment and quality checklists.
- Control and monitoring of quality non-conformities.
- Control of conformity of occupational health certificates.
- Control of Covid-19 vaccination schedules.
- Rate of frequency of lost-time accidents.
- Rate of frequency of no lost-time accidents.
- Severity rate.
- Outpatient service rate.
- Incident rate.



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## PREVENTION OF ACCIDENTS AND INCIDENTS

At each HTB construction site a risk inventory is drawn up, classified according to the gravity of impact, as provided for in the Occupational Risks Management Program (PGRO). The Hazard and Risk, Impact and Environmental Aspect Analysis tool indicates whether an activity is dangerous, according to qualitative mapping and a Technical Report on Working Conditions issued by professionals – engineers, occupational physicians and occupational nursing technicians – belonging to the occupational safety area; and these processes are subsequently analyzed by internal and external audits.

For each activity analyzed by the PGRO, there are operational procedures to minimize the impacts of the risks identified. For example, clearance for high-risk activities depends on Work Permits issued by the safety staff on each project. And there is special training for such activities, like hoisting loads and qualifying signalers.

The quality of the reporting is checked each month in safety inspections carried out by the Company service unit, in the absence of the Quality, Health and Environment team allocated to the sites. Quality, health, safety and environment indicators are analyzed, using metrics that enable allocation of points and weighting according to the risk classification.

The results are passed on to all the staff involved and their respective managers. **No hazardous activities or operations were identified on HTB Group construction sites.** Monthly in-person inspections are also carried out to check safety procedures.

Accident and incident prevention is achieved by defining work methods, using the right equipment, hiring skilled labor and providing individual training. Examples are introductory training (NR 18), training on the use of personal protection equipment (NR 6) and machinery and equipment (NR 12). If the position requires, training on materials transport, movement, storage and handling of materials (NR 11), overhead work (NR 35), working in confined spaces (NR 33) and safety in electrical installations and services (NR 10).



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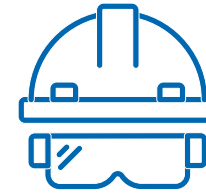
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Daily awareness campaigns are provided to refresh knowledge during construction works. In the event of occurrences, collective protection equipment, technically approved by the Company is provided, and/or special tools such as protection barriers, signs and extinguishers. In the event of a work-related accident, the HTB Group provides assistance to the employee's family.



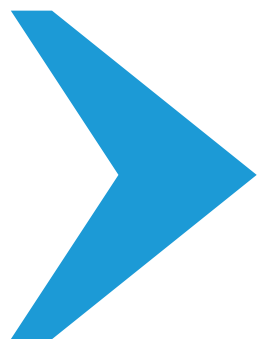
**Work-related accidents - HTB employees**

[GRI 403-9](#)

	NUMBER			RATIO		
	2021	2022	2023	2021	2022	2023
Fatalities resulting from occupational accidents	0	0	0	0	0	0
Occupational accidents with severe consequences (other than death)	0	0	0	0	0	0
Reportable occupational accidents	17	9	18	17	9	7
Number of hours worked	3,140,208.00	2,066,310.00	2,650,362	3,140,208.00	2,066,310.00	2,650,362.00

NOTE: We found no significantly high ratio of occurrences in respect of severity rates or frequency of lost-time or no lost-time accidents.

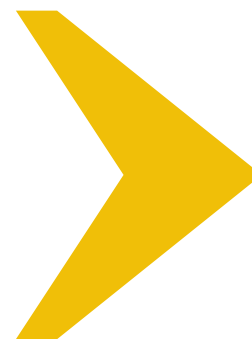
The main types of work-related accidents are:



**39**  
no lost-time accidents in the last 3 years



**57**  
lost-time accidents in the last 3 years



**27**  
**incidents\*** in the last 3 years

\*Unintended event with potential to cause accidents to staff, damage to property, production losses or damage to the environment, resulting in irregularities.

**Workers that are not employees, but whose work and/or workplace is controlled by HTB**

GRI 403-9

	NUMBER			RATIO		
	2021	2022	2023	2021	2022	2023
Fatalities resulting from occupational accidents	0	0	1	0	0	0.027
Occupational accidents with severe consequences (other than death)	0	0	0	0	0	0
Reportable occupational accidents	15	9	13	15	9	4
Number of hours worked	1,275,351.00	1,451,957.00	3,644,259.00	1,275,351.00	1,451,957.00	3,644,259.00

The death that occurred in 2023 was due to an electric shock caused by poor handling of equipment - outside of standards and without monitoring by HTB employees - during a lifting operation with a Munck truck.



## TRAINING OFFERED

GRI 403-5 | 3-3

Staff have to complete the following training courses offered by HTB. After confirmation of these courses, staff attend the HTB induction course to be cleared for work:

- Training on admission (NR 18)
- Training on the use of PPE (NR 06)
- Training on the use of machinery and equipment (NR 12)
- Training on transport, movement, storage and handling of materials (NR 11), if necessary
- Training on working at heights (NR 35), if necessary
- Training on confined spaces (NR 33), if necessary
- Training on safety in electrical installations and services (NR 10), if necessary.



## STAFF REPRESENTATION

GRI 403-4 | 3-3

As required by law, all staff are represented by an Internal Accident and Harassment Prevention Commission (CIPA), which is intended to help prevent occupational accidents and diseases, save lives and keep people healthy. CIPA members meet monthly, are elected by the employees and are also appointed by the company.

In 2023 HTB held the **16<sup>th</sup> Integrated Quality, Health and Environment Week**. Its aim is to **focus on issues related to quality, health, safety and the environment**. Topics covered included quality from start to finish of critical services; health habits and their influence on wellbeing, productivity and occupational safety; safe behavior and risk perception; waste management and its influence on climate change; and moral and sexual harassment, whistleblowing and a respectful workplace environment.

To supplement CIPA activities, each project has a **Safety Committee and a Fire Brigade**, responsible for preventing and mitigating emergencies.

For routine assistance in cases of work-related accidents or professional disease, employees can seek help from Health & Safety professionals at their workplaces. Accidents and near misses must be notified immediately - within 24 hours - to the immediate superior, as detailed in the specific manual. Additionally, an investigation committee must be set up to analyze causes and prescribe corrective and preventive measures.

In cases of non-conformity with internal Occupational Health & Safety guidelines or with the law, employees must stop work and will only be authorized to return after working conditions have been brought into line. The Code of Conduct provides for protection against reprisals, which must be reported through the HTB Group Whistleblowers' Channel.

In 2023, employees volunteered to take part in first aid drills, diesel oil spillage simulations, and training with fire-fighting equipment



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## THIRD-PARTY MANAGEMENT GRI 2-8

Most of the workforce on HTB construction sites consists of

# 920



indirect employees

This workforce is supplied under contract by a specialist company to provide services such as woodwork, plumbing and electrical installations, foundations and carpentry. In these cases, there are obligations both for HTB and for the contractor, which has to provide monthly proof of payment of wages, charges and benefits. In 2024 we intend to record more information on contract workers, and greater control in spite of the increased worker flows.

In the event of non-compliance contracts provide for a penalty. In addition to our labor obligations, in managing these human resources, our focus is in particular on personal safety, the efficient use of natural and company resources, and on meeting HTB quality standards.

The decision to outsource services varies according to the contract, and in some cases HTB assumes the obligation to have staff on it payroll to perform services of this sort.

Over the years, HTB has improved health, safety and welfare conditions of its contract staff, in particular regarding compliance with Regulatory Standards and the use of PPE.



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# Environmental Resources

GRI 3-3

Water consumption  
Energy consumption  
Waste generation



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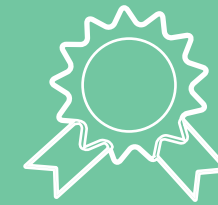
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Glass factory Vivix  
Goiânia - Goiás State



The **ISO 14001** and **ISO 9001** certifications help increase productivity and reduce costs and exposure to risks, such as environmental infractions

HTB's type of activity requires its environmental management to monitor the use of natural resources, and water, air and soil pollution. Therefore, at planning and oversight stages, we monitor environmental impact indicators.

To apply best market practices, HTB is ISO 14001 (Environmental Management System) and ISO 9001 (Quality Management System) certified, and this provides guidance on concepts of continuous improvement, rational use, combating waste in operations, and pollution prevention for both direct and indirect employees, going beyond what the law requires.

These standards are embedded in established processes and practices on HTB's construction sites. We also use Lean Construction methods, which for ten years now has helped us save time and optimize materials and services.

Another example is the use of industrialized solutions, which reduce waste by using Building Information Modeling (BIM) for designs at the pre-construction phase. BIM is a methodology that involves various tools and techniques, and has underpinned the digital transformation in the architecture, engineering and construction sectors. It combines data to produce a digital representation of designs over the project's entire life cycle, from planning and designing to construction and operations.





The reduction of CO<sub>2</sub> emissions is part of HTB commitments

HTB's commitment to reduce emissions is formalized by the Alliance for Reduction of Greenhouse Gases in the construction and real estate development sector composed of the São Paulo State Civil Construction Industry Trade Union (Sinduscon/SP) and the São Paulo State Employers' Housing Union (Secovi/SP), to comply with Federal Decree No. 11,075/2022, which defines procedures for drawing up sectoral plans for Climate Change Mitigation.

In 2023, HTB started using a separate platform to create a sectoral inventory that uses data supplied by the participating entities to define maps, parameters and training. The Company was responsible for the direct emission (Scope 1) of 489.04 metric tons of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e), taking the more significant projects in terms of the volume of GHG emissions and offices. Indirect emissions (Scope 2) from energy purchases totaled 16.22 tCO<sub>2</sub>e. The figures will help us define targets for CO<sub>2</sub> reduction or offset.

[GRI 305-1, 305-2, 3-3](#)

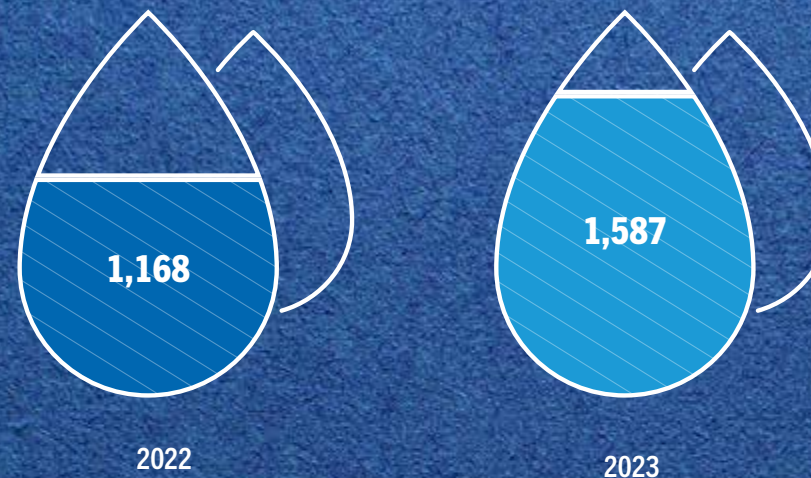
# WATER CONSUMPTION

GRI 303-4 | 303-5

Most of HTB construction sites in Brazil, particularly those where constructions are underway, do not have an exclusive water meter. This is also true of the airports which we are refurbishing and upgrading, where we use the existing water network without separating the water used for the works.



## Total water consumption in millions of liters



NOTE: To calculate water consumption at HTB, we took the São Paulo and Porto Alegre offices. In São Paulo, the building is shared with another company, so there is an apportionment of consumption for each month. The HTB headquarters building in São Paulo has a detention tank for storing rainwater. We intend to change it into a reuse tank to irrigate the building gardens.

In the case of disposal of ordinary wastewater, no special treatment is required. The sewage network includes a treatment plant. If there is no network available, we hire a waste disposal company to ensure disposal is tracked and wastewater volumes controlled.



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# ENERGY CONSUMPTION

GRI 3-3 | 302-1 | 302-5

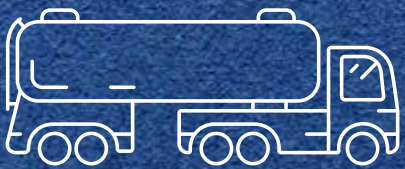
Total consumption of fuel from non-renewable sources (GJ)

14.2 14.2



2022 2033

## DIESEL



NOTE: The amount of diesel used is not significant, since it serves to fuel the generator that only operates during power outages. We are therefore unable to determine a consumption pattern. There are no conservation and efficiency initiatives in place to reduce energy consumption.



SOCICAM Pista I  
Rondonópolis - Mato Grosso State



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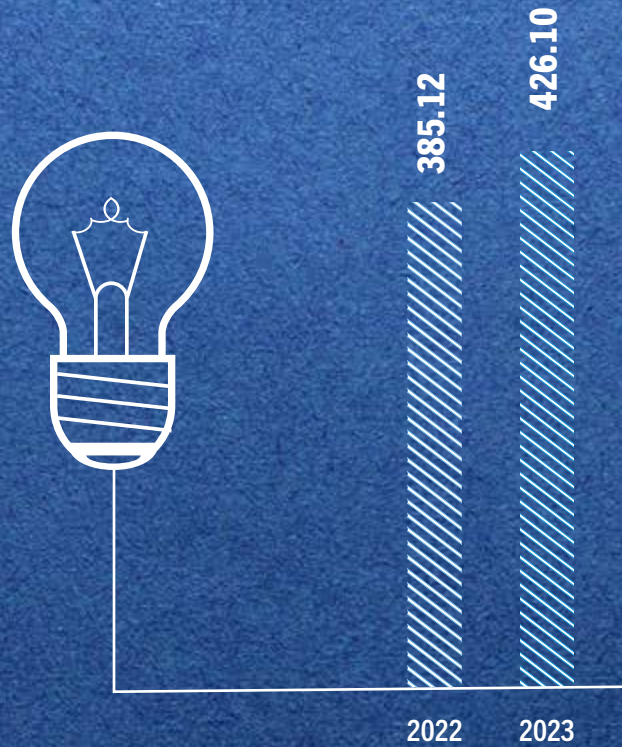
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Total energy consumption (MWh) São Paulo and Porto Alegre offices

ELECTRICITY



NOTE: Office data only. The increased figures are due to reduced movement of people in 2021, during the Covid-19 pandemic. In 2023, we acquired new projects, and the number of employees actually working in the offices increased.



Central Office  
São Paulo State



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## WASTE GENERATION

[GRI 306-1](#) | [306-2](#) | [306-3](#) | [306-4](#) | [306-5](#) | [3-3](#)

Direct waste production is mapped out and can occur when purchasing or storing inputs, when making and removing molds, and in concrete-pouring, carpentry, scaffolding and cleaning. Temporary storage of waste and correct transportation are also monitored.

The Company's construction sites manage their own waste, as required by the HTB Waste Transport Manifesto and state laws. HTB controls data such as the name and weight of the item, who produced it, transported it and disposed of it. The same company that supplies dumpsters, removes and disposes of the waste. After treatment – recycling, landfill, incineration or industrial landfill – the disposal company issues a Final Destination Certificate, with information on waste treatment.

The Company also published informative leaflets with environmental data about each project and HTB as a whole. In 2023, most of the waste generated was timber.



On the projects we arrange campaigns and training on conscious consumption, selective collection, storing materials and the time that waste takes to decompose



*Fibra Paper and Pulp Logistics Terminal Santos - São Paulo State*



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# GRI Content Summary

## STATEMENT OF USE

HTB Group reported based on GRI standards for the  
period from January 1<sup>st</sup> to December 31<sup>st</sup>, 2023

**GRI 1 USED**

GRI 1: Foundation 2021



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GRI STANDARD	DISCLOSURE	PAGE	ANSWER	OMISSION		
				Requirements Omitted	Reason	Explanation
<b>GENERAL DISCLOSURES</b>						
	<b>2-1:</b> Organizational details	12				
	<b>2-2:</b> Entities included in the organization's sustainability reporting	9				
	<b>2-3:</b> Reporting period, frequency and contact point	9				
	<b>2-4:</b> Restatements of information		None			
	<b>2-5:</b> External assurance		None			
	<b>2-6:</b> Activities, value chain and other business relationships	12				
<b>GRI 2: General Disclosures 2021</b>	<b>2-7:</b> Employees	39, 42, 43				
	<b>2-8:</b> Workers who are not employees	42, 43, 54				
	<b>2-9:</b> Governance structure and composition	17				
	<b>2-10:</b> Nomination and selection of the highest governance body	17				
	<b>2-11:</b> Chair of the highest governance body	17				
	<b>2-12:</b> Role of the highest governance body in overseeing the management of impacts	21				
	<b>2-13:</b> Delegation of responsibility for managing impacts	21, 25				



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GRI STANDARD	DISCLOSURE	PAGE	ANSWER	OMISSION		
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	<b>2-14:</b> Role of the highest governance body in sustainability reporting	9, 21				
	<b>2-15:</b> Conflicts of interest	17				
	<b>2-16:</b> Communication of critical concerns	12, 27				
	<b>2-17:</b> Collective knowledge of the highest governance body	21				
	<b>2-18:</b> Evaluation of the performance of the highest governance body	21				
<b>GRI 2: General Disclosures 2021</b>	<b>2-19:</b> Remuneration policies		The Directors (President, Vice President, and Executive Directors) follow a statutory hiring model. Fixed compensation is determined by the shareholder, in accordance with market practices, and the amounts are adjusted annually in January, based on the accumulated IPCA index up to the previous December. Variable compensation is also determined by the shareholder and consists of a bonus linked to a percentage of HTB Group's economic-financial results.			
	<b>2-20:</b> Process to determine remuneration	39				
	<b>2-21:</b> Annual total compensation ratio				Confidentiality restrictions	The indicator will be omitted as it is confidential information.
	<b>2-22:</b> Statement on sustainable development strategy	4				
	<b>2-23:</b> Policy commitments	21				
	<b>2-24:</b> Embedding policy commitments	21				





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<b>GRI 2: General Disclosures 2021</b>	<b>2-25:</b> Processes to remediate negative impacts	20	<p>All procedures and precautions are taken to mitigate the risks of causing disturbances to the local community. However, construction work is a risky activity, and we may cause inconveniences to the neighborhood, such as noise, dust, heavy truck and equipment traffic. To mitigate problems with dust or noise, we take actions such as hiring water trucks for on-site sprinkling and scheduling high-noise activities during the day, etc.</p> <p>Another negative impact that may occur during the execution of services is construction site accidents. To mitigate this problem, HTB frequently conducts training, provide Personal Protective Equipment (PPE), perform procedure audits, etc.</p> <p>In extraordinary cases of lost-time accidents or fatal accidents, HTB Group takes responsibility and provides full assistance to those involved.</p>			
	<b>2-26:</b> Mechanisms for seeking advice and raising concerns	27				
	<b>2-27:</b> Compliance with laws and regulations	27	There were no cases of non-monetary sanctions or fines applied to non-compliances in 2023.			
	<b>2-28:</b> Membership associations	29				
	<b>2-29:</b> Approach to stakeholder engagement	9, 10				
	<b>2-30:</b> Collective bargaining agreements		100% of HTB's workforce is covered by Collective Bargaining Agreements. Our contract partners are also instructed and required to follow our CBAs, resulting in zero employees not being covered.			
<b>MATERIAL TOPICS</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-1:</b> Process to determine material topics	9				
	<b>3-2:</b> List of material topics	9				



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				Requirements Omitted	Reason	Explanation
<b>ECONOMIC PERFORMANCE</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-3:</b> Management of material topics	21, 31, 36				
<b>GRI 201: Economic Performance 2016</b>	<b>201-1:</b> Direct economic value generated and distributed	31, 36				
	<b>201-2:</b> Financial implications and other risks and opportunities due to climate change	21				
<b>INDIRECT ECONOMIC IMPACTS</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-3:</b> Management of material topics	31				
<b>GRI 203: Impactos econômicos indiretos 2016</b>	<b>203-1:</b> Infrastructure investments and services supported	31				
	<b>203-2:</b> Significant indirect economic impacts	31				
<b>ANTI-CORRUPTION</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-3:</b> Management of material topics	25				
<b>GRI 205: Anti-corruption 2016</b>	<b>205-1:</b> Operations assessed for risks related to corruption	25, 26				
	<b>205-2:</b> Communication and training about anti-corruption policies and procedures	25, 26				
	<b>205-3:</b> Confirmed incidents of corruption and actions taken	27				



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<b>ANTI-COMPETITIVE PRACTICES</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-3:</b> Management of material topics	25				
<b>GRI 206: Anti-Competitive Practices 2016</b>	<b>206-1:</b> Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	25				
<b>ENERGY</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-3:</b> Management of material topics	59				
<b>GRI 302: Energy 2016</b>	<b>302-1:</b> Energy consumption within the organization	59				
<b>WATER AND EFFLUENTS</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-3:</b> Management of material topics	58				
<b>GRI 303: Water and effluents 2018</b>	<b>303-4:</b> Water discharge	58				
	<b>303-5:</b> Water consumption	58				
<b>EMISSIONS</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-3:</b> Management of material topics	57				
<b>GRI 305: Emissions 2016</b>	<b>305-1:</b> Direct (Scope 1) GHG emissions	57				
	<b>305-2:</b> Energy indirect (Scope 2) GHG emissions	57				



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				Requirements Omitted	Reason	Explanation
<b>WASTE</b>						
<b>GRI 3: Material Topics 2021</b>	3-3: Management of material topics	61				
<b>GRI 306: Waste 2020</b>	306-1: Waste generation and significant waste-related impacts	61				
	306-2: Management of significant waste-related impacts	61				
	306-3: Waste generated	61				
	306-4: Waste diverted from disposal	61				
	306-5: Waste directed to disposal	61				
<b>EMPLOYMENT</b>						
<b>GRI 3: Material Topics 2021</b>	3-3: Management of material topics	39				
<b>GRI 401: Employment 2016</b>	401-1: New employee hires and employee turnover	39				
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees		Health plan extended to dependents with no cost for the primary holder, profit-sharing plan, meal and food vouchers, gym membership, payroll-deductible loan, birthday day off, extended maternity and paternity leave, private pension plan, life insurance, home office, etc.			



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**GRI 401:  
Employment  
2016**

**401-3:** Parental leave

	2022	2023
<b>Maternity/Paternity Leave</b>	<b>TOTAL</b>	<b>TOTAL*</b>
Total number of employees entitled to take maternity/paternity leave	980	1585
Men	793	1269
Women	187	316
Total number of employees who took maternity/paternity leave	31	37
Men	27	27
Women	4	10

	2022	2022	2023	2023
<b>Total number and return rate to work after the end of the leave</b>	<b>TOTAL</b>	<b>TAXA DE RETORNO</b>	<b>TOTAL</b>	<b>TAXA DE RETORNO</b>
Total number of employees who returned to work after the end of the leave	31	100%	37	100%
Men	27	100%	27	100%
Women	4	100%	10	100%
Total number of employees who returned to work after the end of maternity/paternity leave and remained employed twelve months after returning to work	17	74%	12	29%
Men	13	48%	10	37%
Women	4	100%	2	20%



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				Requirements Omitted	Reason	Explanation
<b>OCCUPATIONAL HEALTH AND SAFETY</b>						
<b>GRI 3: Material Topics 2021</b>	3-3: Management of material topics	48, 52, 53				
	403-1: Occupational health and safety management system	48				
	403-2: Hazard identification, risk assessment, and incident investigation	48				
	403-3: Occupational health services	48				
	403-4: Worker participation, consultation, and communication on occupational health and safety	53				
<b>GRI 403: Occupational health and safety 2018</b>	403-5: Worker training on occupational health and safety	52				
	403-6: Promotion of worker health		<p>* Pregnant Women Program (pregnant employees have their health monitored and if they follow regular medical check-ups, they receive a gift)</p> <p>* Health Committee with Bradesco, Health and Dental Plan operator.</p> <p>* Chronic Conditions Program, conducted by the plan operator.</p> <p>* Internal campaigns, according to the schedule of the Occupational Health Medical Control Program (PCMSO): men's and women's health; STDs/AIDS; dengue fever; diabetes; high blood pressure; smoking; alcoholism; etc.</p>			
	403-9: Work-related injuries	48, 50, 51				
	403-10: Work-related ill health	48				



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<b>TRAINING AND EDUCATION</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-3:</b> Management of material topics	45				
	<b>404-1:</b> Average hours of training per year per employee	45				
<b>GRI 404 Training and education 2016</b>	<b>404-2:</b> Programs for upgrading employee skills and transition assistance programs	45				
	<b>404-3:</b> Percentage of employees receiving regular performance and career development reviews	47				
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-3:</b> Management of material topics	39				
<b>GRI 405: Diversity and equal opportunity 2016</b>	<b>405-1:</b> Diversity of governance bodies and employees	39				
	<b>405-2:</b> Ratio of basic salary and remuneration of women to men	39, 44				
<b>NON-DISCRIMINATION</b>						
<b>GRI 3: Material Topics 2021</b>	<b>3-3:</b> Management of material topics	27				
<b>GRI 406: Non-Discrimination 2016</b>	<b>406-1:</b> Incidents of discrimination and corrective actions taken	27, 28				



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GRI STANDARD	DISCLOSURE	PAGE	ANSWER	OMISSION		
				Requirements Omitted	Reason	Explanation
<b>CHILD LABOR</b>						
<b>GRI 3: Material Topics 2021</b>	3-3: Management of material topics	37				
<b>GRI 408: Child Labor 2016</b>	408-1: Operations and suppliers at significant risk for incidents of child labor	37				
<b>FORCED OR COMPULSORY LABOR</b>						
<b>GRI 3: Material Topics 2021</b>	3-3: Management of material topics	37				
<b>GRI 409: Forced or compulsory labor 2016</b>	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	37				





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### IMAGES

HTB Photo Collection, Adobe Stock

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