



# ANNUAL 20 REPORT 20



  
**CCR** | LIVE YOUR JOURNEY.



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# MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

GRI 102-14

The year 2020 will remain in the memory of CCR as a period of changes, advances and discoveries.

Facing the difficult mission of progressing, yet with determination, we made important changes, combining the agility and depth required for a consistent transformation process. We looked into the purposes which shall guide us, revisited ways of doing things and strived to evolve work philosophies to be applied to improve our everyday reality.

The task was grounded on important actions. We bet on a robust compliance structure, revisiting governance in all areas and competences, addressed also in the short and long-term compensation process review in the light of meritocracy and competitiveness best practices. We combined the hiring of market professionals with executives who developed themselves at CCR, promoting a synergy of profiles and knowledge for the benefit of the continuous improvement of our operations. Upon arrival of Marco

Cauduro, we completed the CEO succession process previously communicated to the market, ratifying our focus on the new growth cycle and consequent return for the shareholder and for society.

These movements reinforce our commitment to better meet sustainability challenges in the broader sense, fully in tune with the necessary and judicious management of a public concession company.

The simplification of management structure, the focus on a modern and accountable governance and the Board's commitment to the "believe and practice" concept made all the difference. We have management in line with business objectives and with shareholders and encouraged to advance in the fields of sustainability, climate change and diversity, which are fundamental elements of the ESG concept. We believe that implementing clear rules represents a critical success factor for this process, both

within the scope of the internal public and with other stakeholders of CCR ecosystem.

Within the context of our governance evolution, there was a review of our purpose as a mobility infrastructure company, starting to adopt customer satisfaction and the quality of life of society as our transformation goals by means of our assets. To make it even more tangible, we started to sign *Viva seu Caminho* (Live your Journey). It is our clear evidence that safety and sustainable business go together and must be defined, measured, monitored and have an objective link with leadership's performance.

The emergence of the pandemic, for example, made it clear that the group's mobilization capacity is able to meet great challenges, including those of an exogenous nature, as is the case of this health crisis. On the social side, we took care of the health of our employees, our customers (with an emphasis, needless to say, on the well-being of truck drivers) and we did not lose sight of society as a whole, working to make it possible, as early as 2021, to provide a relevant support to the vaccine factory at Butantan Institute.

We always believed that transparency and sharing information and challenges are essential elements to create a solid culture and to understand objectives and purposes, thus allowing to generate positive impact, legitimized by CCR's more than

20-year journey and by all the investments on people and materials that made the group to be valued and recognized by the market.

In this sense, we have defined the five priority performance axes, global and individual metrics, and objectives: Shareholder Return, Reputation, ESG, Internal Stakeholders and Customers.

I have the conviction - shared by my colleagues in the Board - that CCR has advanced in 2020 towards a way of working more effectively, more to the point and very much in line with sustainable business development and lasting positive transformation where we operate.

**Ana Penido**  
Chairwoman



## MESSAGE

### FROM THE CEO

GRI 102-14



I arrived at CCR in July 2020 determined to implement a transformation agenda aspiring the construction of the largest Latin American infrastructure services operator, sustained on innovation and focused on ESG values, diversity, safety and customer enchantment.

Over the past 20 years, we have consolidated a business model that contributes decisively to the modernization of infrastructure, in addition to excellence in providing services on roads, urban mobility systems and airports. I am privileged to lead our employees in the search for new growth, excellence and responsibility standards, and throughout 2020, as described in this Annual Report, we have achieved major advances.

For CCR Group companies that work focused on the mobility of people, the isolation measures and social distance resulting from the Covid-19 pandemic generated a reduction in revenues, especially in the first half of 2020. At the end of the year, we had a good recovery and we worked hard to adjust operations, which allowed us to ensure the maintenance of services, jobs and the safety of employees and customers.

The resulting crisis brought challenges, also revealing the value and maturity of CCR and, especially, of its teams. I could see firsthand the resilience, the technical capacity and everyone's commitment. It is worth highlighting our financial discipline, which has ensured the necessary soundness to advance the growth strategies.

Aware of our responsibility, in critical moments, when cities and services closed due to the pandemic, we developed initiatives such as the Truck Driver Support Program, which aimed to take care of the health of this public, in addition to ensuring the maintenance of essential and fundamental activities for the well-being of the country's population. Through innovation, we sought to support the professionals behind the wheel, launching Hackaton CCR, which fostered innovative service ideas.

In 2020, the group won the concession auction for the southern stretch of BR-101, in Santa Catarina, and started to manage the highway with the formation of the group's newest concessionaire, CCR ViaCosteira. CCR has also repositioned

its brand with the launch of its purpose and culture, whose signature is Viva Seu Caminho (Live your Journey), a behavior driver for the group and its employees, reaffirming the commitment to offer the best experiences to our customers and stakeholders.

We will continue to offer infrastructure services with ethics, integrity and, above all, we will not neglect aspects related to safety so that customers can better enjoy the journey that connects us, whether through roads, urban mobility or airports.

**Marco Antonio Souza Cauduro**  
CEO



# \ 2020 NUMBERS AND FACTS





## \ ACTIONS AGAINST COVID-19



### 51 THOUSAND

HEALTHCARE ASSISTANCE PROVIDED, INCLUDING NURSING AND PHYSICIAN FOLLOW-UP BY TELEMEDICINE, AND NUTRITIONAL, PSYCHOLOGICAL AND FINANCIAL GUIDANCE SESSIONS.

OVER **R\$ 5 MILLION**

INVESTED IN PROTOCOLS, PROCEDURES, COMMUNICATION, PPE AND SYSTEMS TO IMPROVE THE SAFETY AND PROTECTION OF EMPLOYEES AND THEIR FAMILIES.



IMPLEMENTATION OF THE COMMITTEE FOR CONTROL AND PREVENTION OF CORONAVIRUS WITH THE PARTICIPATION OF ALL BUSINESS UNITS, WITH OVER

### 150 PROFESSIONALS

ENGAGED IN GUIDANCE, TRAINING AND LOGISTICS ROUTINES IN THIS NEW SCENARIO.

### 966 THOUSAND

ITEMS DISTRIBUTED TO

### 54

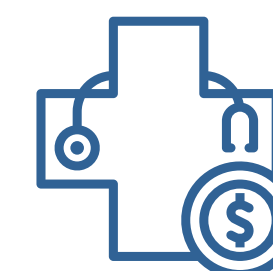
NEIGHBORING MUNICIPALITIES.



DONATION OF

### 557 THOUSAND

FOOD AND HYGIENE ITEMS FOR TRUCK DRIVERS AND 59.5 THOUSAND TRUCK CABIN CLEANING SERVICES.



### OVER R\$ 9 MILLION

ALLOCATED TO COVID-19 PREVENTIVE MEASURES FOR CUSTOMERS AND THE COMMUNITY.

### 0.82%

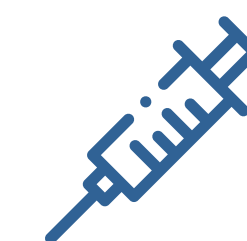
A RATE OF HOSPITALIZATIONS AND COMPLICATIONS OF THE TOTAL OF EMPLOYEES AND THEIR DEPENDENTS, AS A RESULT OF THE DAILY FOLLOW-UP OF ALL CASES OF COVID-19 THROUGH THE CRISIS ROOM, UNDER MULTIPROFESSIONAL MONITORING.



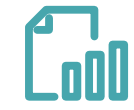
### OVER R\$ 9 MILLION

OVER INVESTMENTS IN CUSTOMER ASSISTANCE AND SAFETY.

DONATION OF **R\$ 8 MILLION** TO FUNDAÇÃO BUTANTAN AND ITS NEW VACCINE LABORATORY (2021).







# \ ECONOMIC FINANCIAL

## (FINANCIAL CAPITAL/MANUFACTURED CAPITAL)

**R\$ 1.5 BILLION**  
IN INVESTMENTS.



**R\$ 1.4 BILLION**  
PAID IN TAXES.

**R\$ 1.3 BILLION**  
PAID IN SALARIES AND BENEFITS.

**R\$ 1.8 BILLION**  
IN DIVIDENDS PAID TO SHAREHOLDERS.

CONCESSION EARNED OF **220.4 KM** OF BR-101 IN SANTA CATARINA BY CCR VIACOSTEIRA.



A **25-YEAR** CONCESSION OF VIA DUTRA, MANAGED BY CCR NOVADUTRA.

**OPERATION START** OF THE COUNTRY'S FIRST INDUSTRIAL AIRPORT AT BH AIRPORT.







# \ ENVIRONMENTAL (NATURAL CAPITAL)



# \ SOCIAL (HUMAN CAPITAL/INTELLECTUAL CAPITAL/SOCIAL AND RELATIONSHIP CAPITAL)

# 19,250 GJ

OF ENERGY SAVED WITH ECO-EFFICIENCY PROJECTS.

UTILIZATION OF

# 100 THOUSAND

TONS OF RAP \* ON ROAD WORK SITES.

*\* reclaimed asphalt pavement*



IMPLEMENTATION OF

# 6 PHOTOVOLTAIC

PLANTS WITH 343 MWH GENERATION/YEAR.

REPLACEMENTS OF

# 6,339

SODIUM VAPOR LAMPS FOR LEDS ON CCR VIASUL, PREVENTING THE EMISSION OF 2,425 TONS OF CO2 EQUIVALENT.

# 9%

REDUCTION IN THE TOTAL NUMBER OF INJURIES.

# 4%

DECLINE IN THE NUMBER OF FATALITIES IN ROADWAY INJURIES.

# 154 THOUSAND

TRAINING HOURS FOR EMPLOYEES.



# R\$ 29.7 MILLION

INVESTED IN SOCIAL PROJECTS.

APPROXIMATELY

# 2.5 MILLION

PEOPLE IMPACTED BY THE 39 PROJECTS AND ACTIONS OF CCR INSTITUTE.





## GOVERNANCE



(HUMAN CAPITAL/INTELLECTUAL CAPITAL/  
SOCIAL AND RELATIONSHIP CAPITAL)



**10**  
**CONSECUTIVE**  
**YEARS** IN B3 ESG PORTFOLIO  
(CSI – CORPORATE SUSTAINABILITY  
INDEX).

## CONSOLIDATION

OF THE NEW GOVERNANCE MODEL, WITH THE UPDATE OF:

- BOARD AND COMMITTEE REGULATIONS;
- DELEGATION OF AUTHORITY POLICY;
- RELATED PARTY TRANSACTION POLICY;
- MANAGEMENT SUCCESSION POLICY;
- LONG-TERM REMUNERATION AND INCENTIVES POLICY;
- CODE OF ETHICAL CONDUCT;
- CREATION OF THE PEOPLE AND MANAGEMENT OFFICE.



**3,006** ANALYSIS  
OF SUPPLIERS AND PARTNERS  
(THIRD PARTY DUE DILIGENCES).



**9,650**  
TRAINED EMPLOYEES ON ANTI-  
CORRUPTION GUIDELINES.







# ABOUT THE CCR GROUP





## ORGANIZATION PROFILE

GRI 102-2 | GRI 102-3 | GRI 102-6 | GRI 102-7

One of the largest infrastructure concession companies in Latin America, with around 12,800 employees, the CCR Group is present in eight Brazilian states and in four other countries besides Brazil. Founded in 1999 and headquartered in the city of São Paulo (SP), it operates in the road, mobility (subway, boats and VLT), airports and services segments, executing high-impact local and international projects through four divisions: CCR Infra SP; CCR LAM Vias; CCR Mobilidade and CCR Aeroportos.

Also part of this structure, the Global Business Services (GBS) area manages the group's three specialized service companies, CCR Actua, CCR Engellog and CCR EngellogTec. These companies support concessions with solutions for administrative and people management, engineering and information technology. The CCR Group also operates in related businesses through Samm, a company that provides services related to high-capacity data transmission through optical fibers implemented along roads and Line 4-Yellow of the subway.

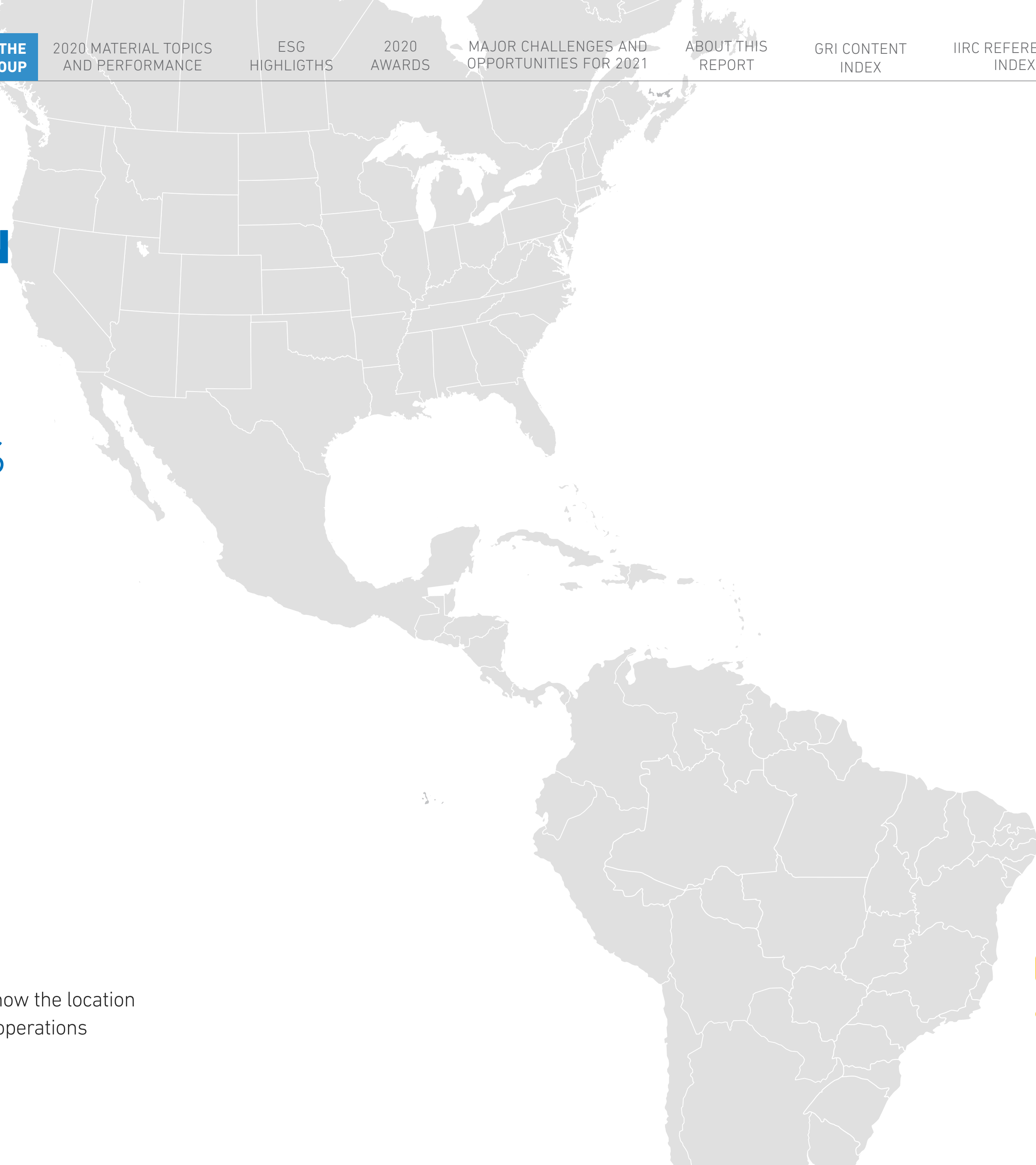
The CCR Group also has the CCR Institute, which consolidates the strategic management of the social investment of the business units.

*One of Latin America's  
biggest infrastructure  
concession companies*



# OPERATION DIVISIONS AND COMPANIES

GRI 102-2 | GRI 102-4 | GRI 102-6



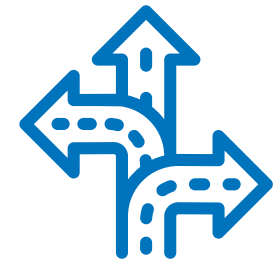
Click on the legend above to know the location and scope of the CCR Group's operations



To see more details about the CCR Group's concessions, visit the website: <http://www.grupoccr.com.br/negocios/empresas-do-grupo>.



## \ CCR IN NUMBERS



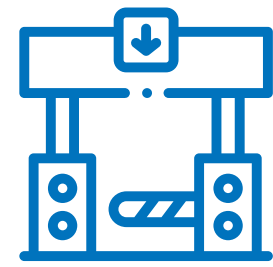
# 3,955 KM

OF ROADS MANAGED IN 6 BRAZILIAN STATES (SÃO PAULO, RIO DE JANEIRO, PARANÁ, MATO GROSSO DO SUL, RIO GRANDE DO SUL AND SANTA CATARINA).



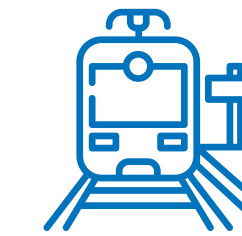
# 19 BOATS

IN RIO DE JANEIRO.



# 18 CONCESSIONS

IN THE SOUTH, SOUTHEAST, MIDWEST AND NORTHEAST OF BRAZIL.



# 3 VLT LINES

(LIGHT VEHICLE ON RAILS) IN THE CITY OF RIO DE JANEIRO.



# 50 SUBWAY STATIONS

IN SÃO PAULO AND BAHIA.



# 4 AIRPORTS

IN LATIN AMERICA AND THE CARIBBEAN AND AIRPORT OPERATIONS IN 9 STATES IN THE U.S.



# R\$ 26 BILLION

IN MARKET VALUE<sup>2</sup>.

<sup>2</sup> On October 19, 2020.



OVER

# 12.8 THOUSAND

EMPLOYEES.



# 1<sup>st</sup> COMPANY

LISTED IN B3 NEW MARKET (NOVO MERCADO).



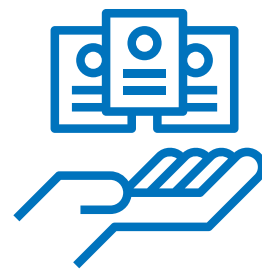
# 115 CITIES

BENEFITED FROM  
CCR INSTITUTE INITIATIVES.



**R\$ 8.9 BILLION**  
OF NET REVENUE IN 2020

**28 BUSINESSES**



The CCR Group is one of the pioneering organizations in the infrastructure concession sector in Brazil. It was the first publicly traded company listed on the New Market of B3 S.A. and it expanded its operations abroad with airport management and services.

The operational capacity of the CCR Group is demonstrated by the number of managed assets. The group is currently responsible for the administration of:

- 3,955 km of roads in six Brazilian states;
- 4 airport concessions in Latin America and the Caribbean and 9 airport operations in the U.S.;
- 50 subway stations in São Paulo and Bahia;
- 19 boats in Rio de Janeiro;
- 3 VLT lines (light vehicle on rails) with 28 km in length between the port region and the city center of Rio de Janeiro.

Recognized for the excellence in providing services by various entities of society (see 2020 Awards on page 68), the group stands out in its sector for the quality in the services provided by its employees, diligence in making investments and in complying with contractual requirements, absolute safety priority, and integrated management of social and environmental impacts of its activities.

GRI 102-7

**CCR GROUP SIZE INDICATORS (R\$ MILLION)**

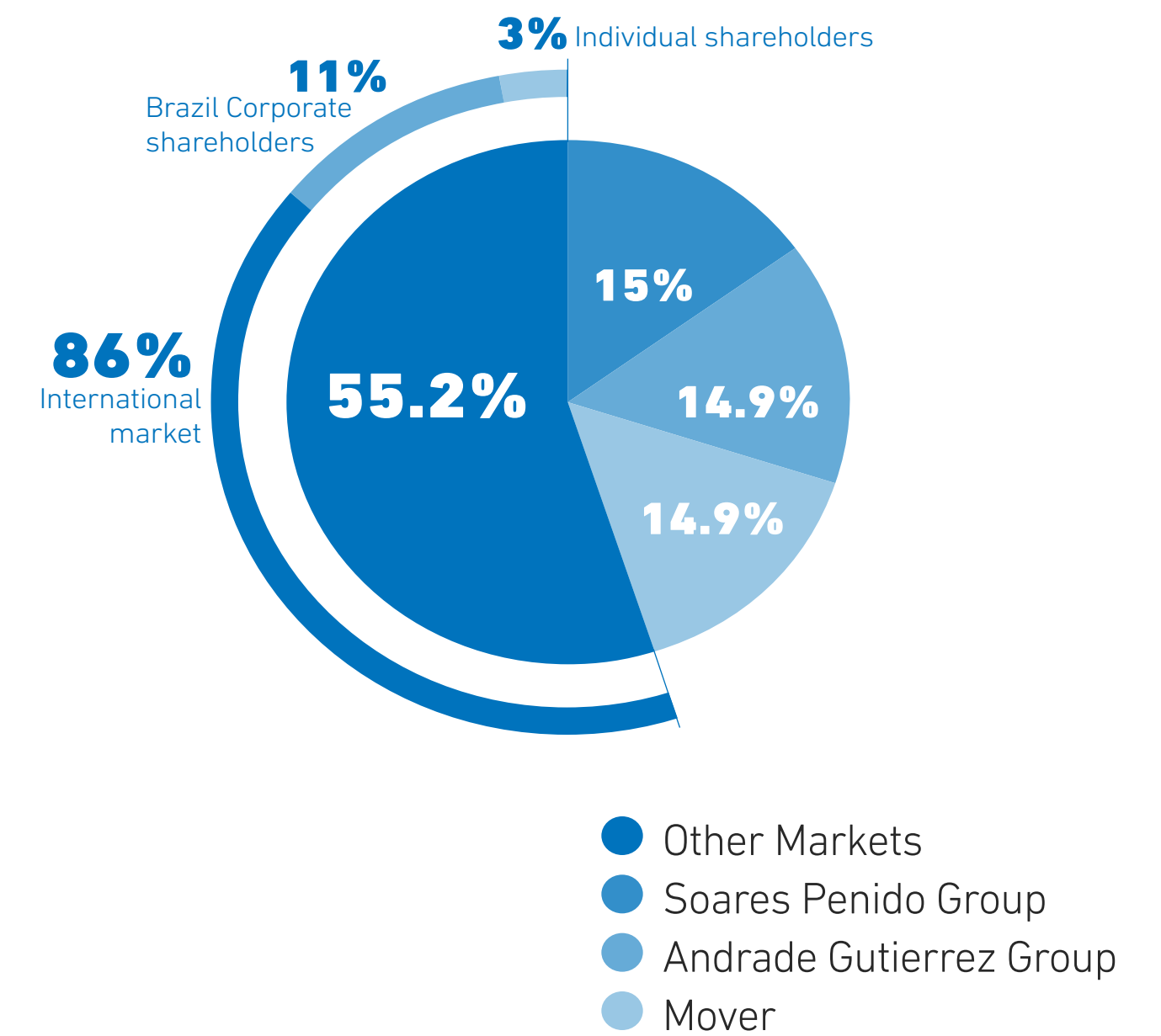
	2018	2019	2020
Net revenue*	8,137	9,494	8,941
Gross indebtedness	17,026	19,031	19,996
Net worth	8,433	8,440	7,940
<b>TOTAL ASSETS</b>	<b>30,816</b>	<b>33,262</b>	<b>33,449</b>

Note: \* It does not consider construction revenue.

**OWNERSHIP STRUCTURE** GRI 102-1 | GRI 102-5

The CCR Group is controlled by the holding company CCR S.A., a publicly-held corporation that was the first to debut B3's New Market, which gathers companies with the best management practices, corporate governance and relationship with minority shareholders. The chart below shows the shareholding structure of Grupo CCR S.A. as of December 31, 2020.

**Stock Control**





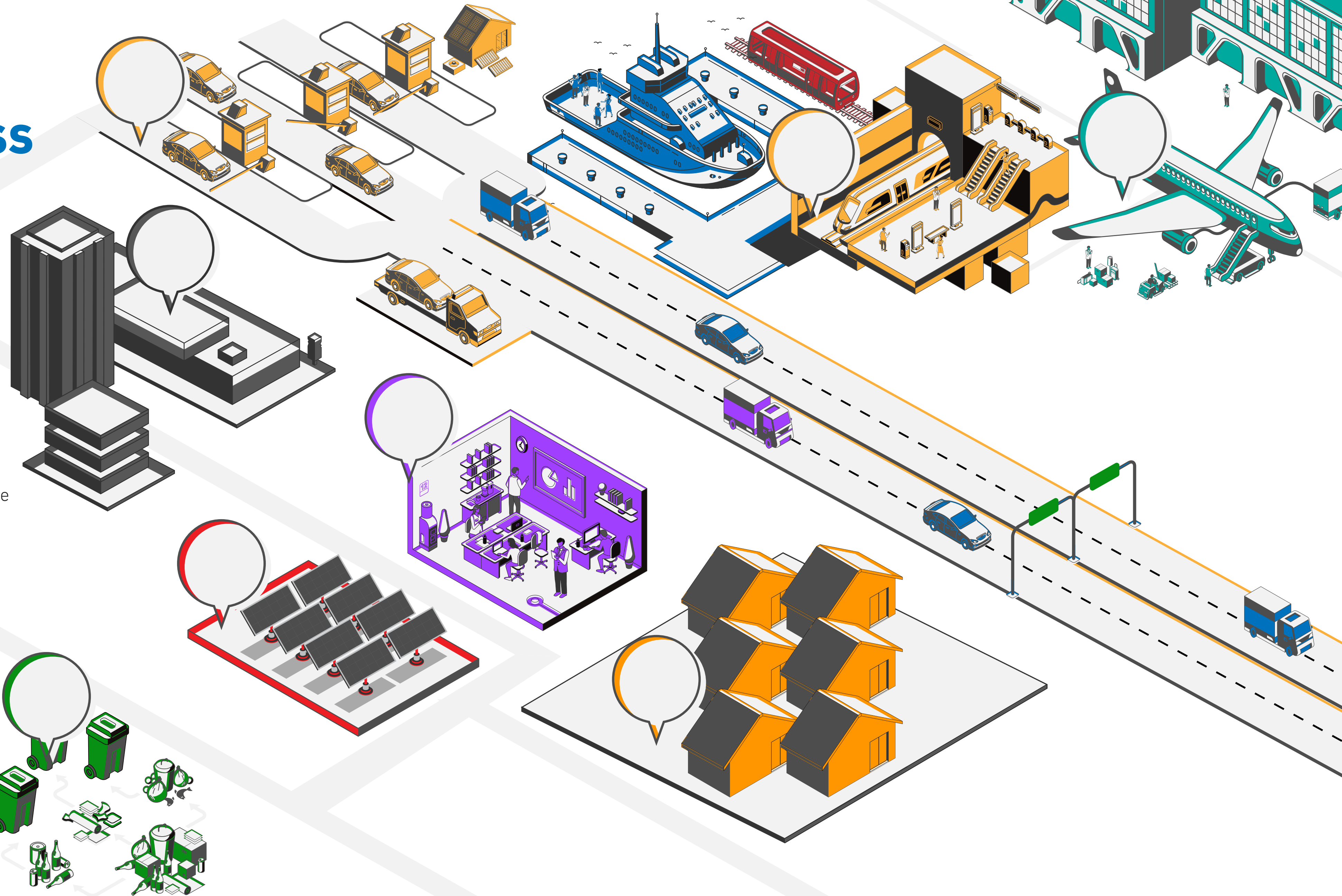
# BUSINESS

## MODEL

GRI 102-2 | GRI 102-6



Click on each number to understand how we generate and share value in our operations





# VALUE

## GENERATION VISION

### VISION GRI 102-16

To be an infrastructure group focused on mobility that, with high impact local and international projects, ensures that the customer experience is transformed into a better quality of life.

### PURPOSE AND VALUES GRI 102-16

The objective of CCR Group is to discover paths that lead to business growth and to be ready for the new challenges ahead.

To define how we operate to achieve this objective, the CCR Group carried out in 2019 a broad diagnosis of its corporate culture, which confirmed customer well-being as the greatest value of its operations. Excellence in services and respect for concession users are important intangible assets of its business model.

Other conclusion was that these assets can be increasingly valued if supported by innovative solutions and respect for their related social and environmental aspects.

In 2020, the result of this process was formalized and the new purpose of the CCR Group was shared with all stakeholders: Live your Journey (*Viva seu Caminho*). It is this purpose that now directs the performance of the group and its employees, reinforcing the commitment to always offer the best experiences for customers and other stakeholders.

To support this purpose, five "hows" were identified, which gather values, beliefs, attitudes and paths through which the CCR Group will achieve its objectives. They are:


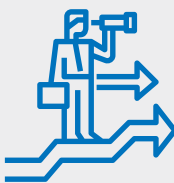



### WHAT WE DO:

We build and manage infrastructure with a focus on mobility to improve customer quality of life and to contribute to the socioeconomic development where we operate.

### WHY WE DO:

To discover paths that lead to business growth and be ready for the new emerging challenges for the group and for society.

### HOW WE DO:

-  **We deeply understand the life of our customers.**
-  **We create our own opportunities.**
-  **We think in an integrated manner.**
-  **We operate with excellence and responsibility.**
-  **We do not negotiate ethics.**

### WITH WHOM WE SHARE THE VALUE WE CREATE:

-  **Employees:** Creating a work environment that enables professional growth.
-  **Customers:** Offering a service that meets their needs.
-  **Investors:** Increasing profit, reducing risks, protecting capital.
-  **Communities:** Improving the quality of life and promoting business.
-  **Suppliers:** Being a reliable customer.
-  **Society:** Contributing to guaranteeing mobility and logistics where we operate, enabling economic and social growth.
-  **Granting authority:** Ensuring transparent ways to use public resources.



## STRATEGY



GRI 103-1 | GRI 103-2 | GRI 103-3

The CCR Group has a tradition of excellence in mobility services, consistency in investor returns and value generation for society in the regions where it operates.

In view of this tradition, in 2020 the group performed a review of its strategy for the next five years, defining the pillars for its long-term development in line with best market practices and stakeholders' expectations.

The CCR Group focuses special attention on opportunities generated by the federal and state infrastructure concession and privatization programs, which will require significant investments that will positively impact the Brazilian economy.

According to the Transport and Logistics Plan, prepared by the National Confederation of Transport (NCT), only in 2,663 priority projects for airport, road, railroad, waterway, boarding and departure terminals, it is necessary to invest around R\$ 1.7 trillion to build an integrated and efficient mobility system in the national territory, which enables value generation in all regions, through the flow of industrial and agricultural production and passenger transport.

In operations abroad, the group focuses its efforts on increasing profitability and on specific opportunities that arise. In the existing operations, it continues to invest in improving productivity and efficiency, risk management and manageable revenue increase.

The formation of partnerships between the private initiative and the federal, state and municipal governments is one of the effective strategies to carry out these investments, in order to enable the increase in competitiveness in all productive sectors and the resumption of economic growth in the country.

To provide services, the CCR Group seeks the best balance between service excellence and efficient use of its resources, aware of the great responsibility, given the current Covid-19 pandemic, to ensure a better and safer mobility experience to customers and other stakeholders. The training and education of the workforce to comply with health and safety protocols in their operations and transparent and effective communication will be key factors for the success of this mission.

It is worth mentioning that the group also incorporated environmental, social and governance aspects, or ESG, in its objectives. Following this guidance, the CCR Group assesses its actions and projects in the light of ESG criteria, including their impacts on the business, thus materializing value generation for society.

Finally, care for employees in attracting, developing and retaining talent, and non-negotiable ethical standards of conduct, are the core elements that enable the engagement of the CCR Group team and make this ambitious strategic agenda feasible for the coming years.





## INNOVATION

The CCR Group's business model is strongly anchored in innovation. This is the strategy used to overcome concession challenges, modernize customer service, make processes more efficient and agile, besides implementing more sustainable practices in operations. Employees are constantly encouraged to find solutions that add value to the business, contributing to the conquest of new markets, benefiting customers, creating services and seeking operational efficiency and cost management evolution.

The CCR Group has a stake in Quicko, a technology startup that combines all transportation options for large cities. The platform was initially made available for the metropolitan region of São Paulo and today it is present in Rio de Janeiro and Belo Horizonte, having recorded more than 1 million downloads.

At the end of 2020, the CCR Group started collecting data on initiatives to support the implementation of a new development and innovation process, to be led by the New Business Department and, from there, to be disseminated to GBS companies and business units.

## CENTRALIZED STANDARD OPERATIONAL MODEL

The companies of the Global Business Services division (GBS) contribute to generate efficiency for the group, in addition to bringing a competitive advantage, gain in scale and leverage of knowledge (see details on this area on page 12).

CCR Actua, which provides administrative services to the concessions, develops initiatives with active employee participation, to identify and improve the various process flows of the group. Among these initiatives, we highlight projects for continuous improvement, task automation and changes in routines that optimize work in different areas of the group - people management, legal, finance, supplies, fleet management, etc.

CCR EngelogTec, responsible for providing support to information technology and data processing services, is dedicated to developing solutions to increase business competitiveness. It focuses on technologies that promote cost reduction, contribute to sustainable business, enable investments and generate new revenues, always prioritizing the offer of the best services to the group's customers.

CCR Engelog, specialized in engineering solutions and in partnership with suppliers in this area, works to develop new constructive methods and projects that result in more comfort, well-being and safety to customers, less socio-environmental impacts, and gains in competitiveness in all concessions. Among them, there are solutions to improve the flow of vehicles on roads - generating a reduction in pollutant emissions - and to facilitate the flow of passengers at boarding stations, besides the use of new asphalt materials and reuse of waste.

In the history of the CCR Group, it is possible to see how innovation has been guiding actions:

- first to operate a subway without a driver in the Southern Hemisphere, and one of the first in the world, through ViaQuatro (concessionaire for Line 4 of São Paulo Subway), which, to this day, is an international reference in this type of operation;
- implementation and maintenance of pavement research and development of laboratories in the country, contributing to the development and application of new, more efficient and sustainable techniques and materials;
- regular use of drones to support its operations, providing more efficiency and safety;
- investment in a startup, Quicko, which collaborates with urban mobility through the MaaS - Mobility as a Service concept.







## \ PUBLIC COMMITMENTS

The CCR Group is a signatory to public agreements and commitments and participates in initiatives and forums for the discussion and promotion of sustainable development in Brazil and worldwide.

**GRI 102-12** The group supports the following initiatives:

- Brazilian GHG Protocol Program - FGV/EAESP
- Center for Sustainability Studies (FGVCes)
- Carbon Disclosure Project (CDP)
- Carbon Efficient Index (ICO2) - B3 S.A.
- Corporate Sustainability Index (ISE) - B3 S.A. (10<sup>th</sup> consecutive year)
- Brazilian Network of the Global Compact (Anti-Corruption Thematic Group) - United Nations (UN)
- Sustainable Development Goals (SDGs) - UN
- GRI Community - Global Reporting Initiative (GRI)

Additional information on performance in relation to the implementation of these commitments was reported in the Material Topics and Performance 2020 chapter, on page 30.

### Participations in Associations **GRI 102-13**

The CCR Group participates in the following forums and class associations to contribute for the articulation of efforts in favor of agendas addressing its own segments and sustainable development.



#### CORPORATE

- Associação BRAZILeira da Infraestrutura e Indústrias de Base (Abdib)
- Associação BRAZILeira de Captadores de Recursos (ABCR)
- Associação BRAZILeira de Comunicação Empresarial (Aberje)
- Benchmarking do Investimento Social Corporativo (BISC)
- Conselhos regionais de Administração, Engenharia, Agronomia, Medicina, Enfermagem e Farmácia, according to the technical qualification of the employees
- GRI American European LLC\*
- GRI Latam Club\*
- Grupo de Institutos, Fundações e Empresas (GIFE)
- International Integrated Reporting Council (IIRC)
- Global Compact (UN)
- Associação BRAZILeira das Empresas de Serviços de Telecomunicações Competitivas (Telcomp) – through Samm
- Associação BRAZILeira de Concessionárias de Rodovias (ABCR)



#### ROADS

- Associação Comercial do Rio de Janeiro (ACRJ) – through CCR ViaLagos
- Associação Mata Ciliar – through CCR AutoBAN
- Conselho Consultivo do Parque Estadual da Pedra Branca (PEPB) – through ViaRio
- Federação das Indústrias do RJ (Firjan) – through CCR NovaDutra
- Crea-SP

\* This is an association with the GRI Club, which promotes meetings, conferences and discussions on infrastructure and real state in the world. It does not refer to the Global Reporting Initiative (GRI).



#### MOBILITY

- Associação Latino-Americana de Metrô e Subterrâneos (Alamys) – through ViaQuatro
- Associação Nacional dos Transportadores de Passageiros sobre Trilhos (ANPTrilhos)
- Crea-RJ
- Firjan



#### AIRPORTS

- Associação Comercial e Empresarial de Minas (ACMinas)
- Airport Council International (ACI)
- Associação Nacional das Empresas Administradoras de Aeroportos (ANEAA)
- Associação dos Desenvolvedores do Vetor Norte (AV Norte)



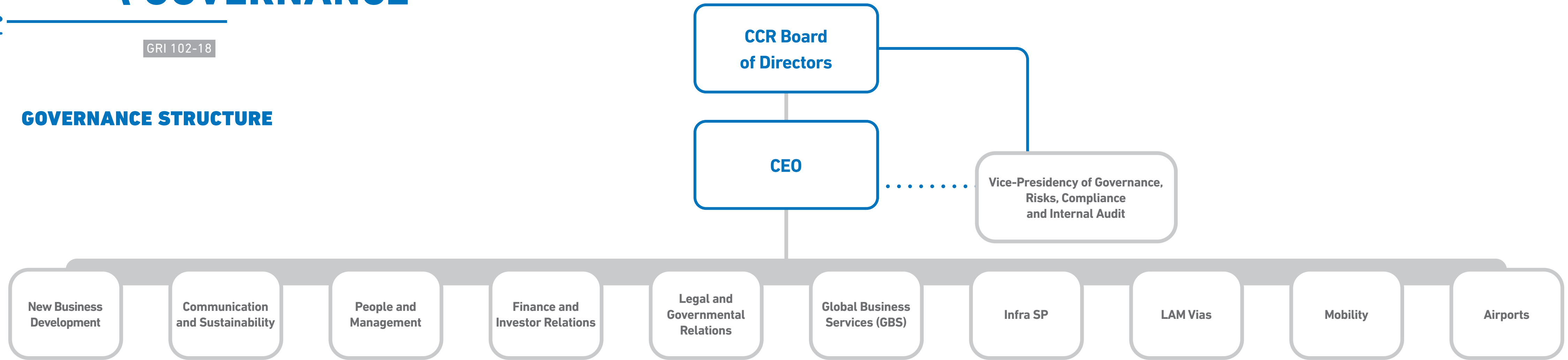


# GOVERNANCE



GRI 102-18

## GOVERNANCE STRUCTURE



The **Board of Directors** is the highest governance body of the CCR Group. According to the organization's bylaws, it must be composed of a group between 8 (minimum) and 15 (maximum) members. This definition is made by the Ordinary General Meeting (OGM) of shareholders, which, in 2020, elected 13 effective members and 9 substitute directors. In the present composition, the Board has also four independent members, whose professional experiences and knowledge about the sector have enabled quality discussions in this governance body. All nominations follow the requirements established by the

Nomination Policy of members of the Board of Directors. Advisory Committees of the Board of Directors and of the Fiscal Council.

The Board of Directors is responsible for indicating the strategic guidelines for the growth and diversification of the organization's portfolio, based on the assessment of economic, environmental and social aspects that can positively and negatively impact the capacity to generate value for all stakeholders. The Board has ordinary meetings on a monthly basis and extraordinary meetings when necessary,

upon convocation by any of its members. In 2020, as part of the consolidation of the new governance model, the Board meetings started to be dedicated to the discussion of more strategic agendas for the group, with a significant decrease in the number of deliberative matters. These matters started to be dealt with in the scope of the **Advisory Committees**, bodies that support the Board and are responsible for deepening the evaluations and making recommendations for deliberation by the Board of Directors. Currently, the group has five Advisory Committees, which are formed by the Board members



themselves, according to their qualifications on each subject matter: **Results and Finance Committee; New Business Committee; People and Governance Committee; Risk and Reputation Committee and Audit and Compliance Committee.**

- **Results and Finance Committee**

Follows the evolution of the attainment of the group's goals, budget composition and monitors the performance of financial results, cash flow and capital investment. Analyzes financial policies and management by business divisions and their units with regard to regulatory and judicial matters, observing the specific scopes of the other committees, in addition to verifying the capital structure, financial plan, capital raising and cash flow.

- **New Business Committee**

It monitors the management of opportunities for new businesses in the current portfolio of the group, as well as the strategy for contract renewals and rebids, observing the standards for division of modals and new markets.

- **People and Governance Committee**

It evaluates the governance and Board members nomination model, and the group's human resources management guidelines and processes. Discusses and recommends the implementation of the leadership compensation plan, as well as the succession strategy and leadership appointment.

- **Risk and Reputation Committee**

It monitors the quality and integrity of the risk management mechanisms and the development of action plans to mitigate the critical mapped elements; monitors and reports to the Board of Directors the correction or need to improve the Risk Management Policy. It verifies the evolution of the group's image and reputation management, in its present stage, and the plan to reach the desired level. This Committee identifies trends and the alignment with sustainable development practices, the relationship strategy with stakeholders and donations and sponsorships.

- **Compliance and Audit Committee**

It monitors the activities of internal and external auditing and the control of internal processes, following accounting and legal standards. It assesses critical issues for compliance management and the relationship with stakeholders.

As in previous years, in 2020 the **Fiscal Council** was implemented, a non-permanent body that acts independently to supervise the acts of management and the business conduct, as approved at the Ordinary General Meeting. Three effective members and respective substitute members were elected, also in accordance with the Nominating Policy.

## Executive Board

The Executive Board is responsible for executing the strategy and for conducting business in accordance with the CCR Group's corporate governance guidance policies. Formed by 11 executives with recognized experience in their areas of expertise, this collegiate of leaders directs how the group qualifies and develops its business, prepares and strengthens its employees and manages risks to preserve the capacity to generate value. The current board combines professionals who already worked in the group with others hired in the market, with new visions and ideas for the growth of the group.

## Structure of the Executive Board

- CEO
- Vice-President of Governance, Risks, Compliance and Internal Audit
- Finance and Investor Relations Officer
- Business Officer
- Global Business Services (GBS) Officer
- Legal and Government Relations Officer
- Communication and Sustainability Officer
- New Businesses Development Officer
- People and Management Officer
- President of CCR Infra SP Division
- President of CCR LAM Vias Division
- President of CCR Mobilidade Division
- President of CCR Aeroportos Division



### Leadership Performance and Compensation GRI 102-28 GRI 102-35

The performance evaluation of the members of the Board of Directors, Advisory Committees, the Executive Board and the Board secretariat is carried out periodically and in a collegiate decision-making process, under the terms of B3's New Market regulations. Although this regulation provides that the assessment must be performed once every term, the internal rules of the Board of Directors and its respective Advisory Committees sets forth an annual assessment for the Group.

The People and Governance Committee is responsible for supporting the Chairman of the Board of Directors in organizing the annual assessment process, as well as in preparing the communication of its results to the Board. The assessment aims to analyze, under different perspectives, the performance of the Board of Directors and its advisory committees to identify opportunities for improvement. Questionnaires are sent directly to a specialized external consultancy, which carries out the data analysis. Then, the Committee receives the consolidated information, without identification, and prepares an opinion on the evaluation. This opinion is discussed at a meeting of the Board of Directors, when improvements and/or corrective measures are defined.

The compensation of the effective members of the Board of Directors is 100% fixed and there is no additional compensation for their participation in the Advisory Committees, according to the decision of the General Meeting held in 2019 (*to find out about the composition of the governance bodies, access: <[http://ri.ccr.com.br/governanca-corporativa/EXECUTIVE\\_BOARD-e-conselhos/](http://ri.ccr.com.br/governanca-corporativa/EXECUTIVE_BOARD-e-conselhos/)>*).

The compensation of the members of the Executive Board is composed of four parts: fixed, variable, indirect and situational. The base salary is determined according to the position held by the professional and market values. The variable remuneration depends on the achievement of medium and long-term goals, in accordance with the Profit Sharing Plans.

The indirect part is linked to quantitative goals, with a percentage weight, associated with *Economic Value Added* (EVA) and the minimum dividend distribution. Qualitative goals are also taken into consideration, related to stakeholder relationships, operational improvements, qualified portfolio growth and sustainability matters. Situational remuneration applies only in specific situations and according to previously determined rules.

There is also the Long-Term Gratification Program (LTGP), which allows some executives to acquire rights based on stock appreciation and dividend rate distributed. Its objective is to retain talents and align interests, contributing to the group's continuous and sustainable growth in the long term. Therefore, it seeks to be more competitive, simple and transparent to participants, with a clear communication about the eligibility criteria.

In relation to the short-term variable remuneration, part of the individual remuneration is based on financial goals, that is, on the achievement of the financial objectives of the group, the division and the business unit to which the employee is dedicated. All employees have also individual goals based on their priorities for the year, whose agreement, management and verification are possible due to the new governance model and the collegiate talent management forums, which provide greater balance, security and transparency to individual goals. The short-term variable remuneration also rewards the way results are delivered, which must adhere to corporate values.

Based on this model, individual remuneration is related to the skills and performance of each employee and business unit. Furthermore, employees understand the mechanism behind their established goals and the calculation of their variable remuneration, having visibility on their performance and on the elements that affect and define their variable pay.





## Corporate Risk Management GRI 102-15 GRI 103-1 GRI 103-2 GRI 103-3

To ensure ethical and transparent relationships with shareholders, investors and other stakeholders, the CCR Group maintains a corporate risk management structure in line with the Novo Mercado (New Market) regulations (see Reference Form, available at: <http://ri.ccr.com.br/governanca-corporativa/formulario-de-referencia-e-cadastral/>).

The methodology of internal controls applied in the processes is based on the guidelines of the North American Sarbanes-Oxley (SOX) law - internationally regarded as the most complete to direct the creation of control mechanisms aiming at the effectiveness and efficiency of resources, financial information, reliability and compliance with applicable laws and regulations - although the group is not required to follow it because it does not have securities traded in the United States.

The Board of Directors monitors the risks to which the group is exposed with the support of the Advisory Committees. The evolution of risk management related topics is monitored through reports and evaluations performed by the Audit and Compliance Committee and the Risk and Reputation Committee, which work together following the Risk Management Policy in force since 2019. Thus, the group seeks to ensure that, through its corporate governance system, decisions are made according to shareholders strategic objectives and long-term vision, based on tracking methodologies and processes records, which provide accurate and reliable information.

The Risk and Reputation Committee monitors the responsibility of the group's administrators and employees on the corporate

risk management process in accordance with the Risk Management Policy and the level of risk appetite that the group intends to take in conducting business, both approved by the Board of Directors. In addition, it ensures that the risk management policy and strategy are aligned with the CCR Group's strategy, supervises the adequacy of the human and financial resources allocated to this area and monitors and anticipates trends in global sustainability matters, identifying critical issues that may have a relevant impact on the business, on the relationship with stakeholders, on the group's reputation, and on short, medium and long-term results.

The Audit Committee monitors the risks related to the financial statements, the implementation of the Compliance Program, transactions with stakeholders and the work performed by the Internal Audit.

The CEO is ultimately responsible for managing the corporate risks of the CCR Group. The Executive Board is responsible for defining the guidelines and ensuring the resources that guarantee the adequate functioning and effectiveness of the group's risk management, promoting the integration of related activities with the planning and management cycles and sponsoring the implementation of the Risk Management Policy.

The executive officers are also responsible for managing the inherent risks of the respective activities (identifying, assessing and treating), defining and monitoring the action plans to reduce risk exposure, as well as determining the responsible employees and the dates of implementation of these plans. They must also inform the Corporate Risk Management area

about the identification of relevant new risks or events and their respective developments.

The Corporate Risk Management area (second line of defense) reports to the Vice Presidency of Governance, Risks, Compliance and Internal Audit, being responsible for managing the corporate risk management process, including its assessment and consolidation and the prioritization of action plans. It is also responsible for proposing to the Board of Directors, with prior review by the RRC, the reviews of the Risk Management Policy and the level of risk appetite of the CCR Group; supporting risk owners in identification and treatment; developing and providing the necessary methodologies, tools, systems, infrastructure and governance to support risk management; monitoring and evaluating the relevant events and the respective deviations from the approved risk appetite; report the priority risks and respective exposures to the Board of Directors; and sponsor the implementation of risk management in the group.

Risk owners (first line of defense) are responsible for identifying, measuring, evaluating and managing risk events that may influence the achievement of strategic, operational, financial and regulatory objectives of the CCR Group; assessing changes in external and internal environments and verifying the impact on the risks under their responsibility; and analyzing the need for action plans to ensure their treatment. In addition, it is their responsibility to seek advice from the Corporate Risk Management area upon identification of new risks or changes in current ones and for maintaining an effective control environment, through preventive and detective approaches, on activities developed internally, the relevant



outsourced activities under their management and their information systems. They must also propose and implement the action plans to address the remarks.

The Internal Controls and Internal Audit areas are also part of the risk management structure of the CCR Group. The first is responsible for evaluating the controls of operational processes and administrative procedures, working to prevent deviations and illegal acts through internal controls mechanisms and proposing improvement plans, putting all efforts so that the group's accounting records fully and accurately reflect the transactions carried out, which ensures the reliability of reports and financial statements.

The role of Internal Audit is to ensure that corporate areas work to minimize business risks and improve operations and internal controls, acting independently and ensuring the quality of monitoring and reliable accountability reports to the group's management. Processes verified by Internal Audit include collection, conservation and maintenance contracts, service management (including operation), relationship with granting authority, supply management, fixed assets, fleets, information security, investment contracts, human resources and payroll, treasury, insurance, accounting and management reports, legal process management, and environment, health and safety management.

The objective of this new structure is to establish a coordinated and continuous risk, compliance and internal control process, validated by the Internal Audit. The synergy between these areas is essential to execute activities, demonstrating to the

areas that constitute the first line of defense, a complete approach to the identification and resolution of the weakness and the standardization of the control.

In all units and operations, the CCR Group observes the precautionary principle to assess risks to the environment and to the health and safety of people at all stages of the concession life cycle - planning, implementation, operation and demobilization. At these stages, no activity starts if a risk factor with serious or irreversible impacts is identified.

### Ethics and Compliance

GRI 102-16 | GRI 102-17 | GRI 05-3 | GRI 415-1

The CCR Group and its subsidiaries comply with the strictest anti-bribery and anti-corruption legal rules and provisions in force in Brazil and worldwide. They are also signatories to the UN Global Compact, especially the initiatives proposed by the Thematic Anti-Corruption Group, and are committed to the adoption of the Construction Sector Integrity Booklet. The values described in the Group's Code of Ethical Conduct and the Clean Company Policy are in line with the guidelines defined by the *Novo Mercado* (New Market).

With the support of senior management, the CCR Group reinforces the continuous disclosure and updating of the Compliance Program, created in 2015, and guides all employees, shareholders, administrators and third parties, at all levels, to the need for sustainable business development and in accordance with internal policies and standards, as well as in compliance with the

legislation of the countries in which they operate.

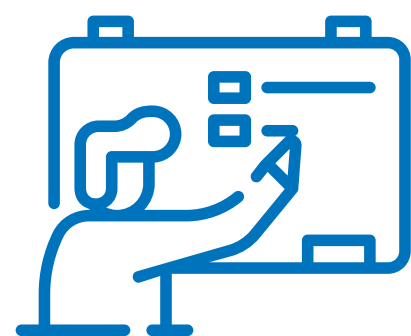
In 2018, the CCR Group Board of Directors decided to update and improve the control mechanisms and the corporate governance structure through the following measures:

1. expansion of the Executive Board to create the new Vice-Presidency of Governance, Compliance and Internal Audit, reporting directly to the Board of Directors;
2. filling the position of Vice President of Corporate Management;
3. hiring top management consultancies to review the group's governance structure, in line with national and international best practices, especially regarding the decision-making process;
4. selecting an audit group from the big four to perform the risk mapping and the structuring of the CCR Group's risk management area;
5. review of internal policies and standards, as well as the corresponding governance, compliance and internal audit processes, including the Code of Ethical Conduct.

In 2019, after demand from the Board of Directors, the Compliance Program was revisited, the existing policies and procedures were reviewed and updated, and new documents were created and implemented, totaling 94 normative instruments in force until the end of 2020. In addition, an effective training and communication plan was implemented with the objective of engaging everyone in the compliance culture, which was executed with great adherence.



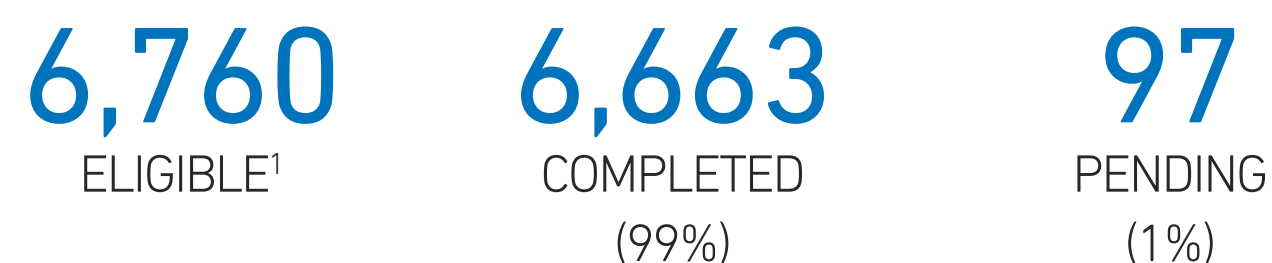
**Training and communication of the Compliance Program**



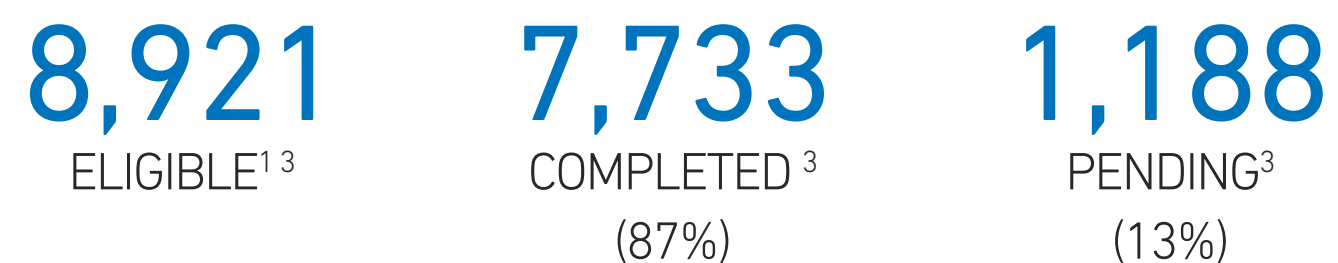
General administrative



General Operational



Specific<sup>2</sup>



**Note:** (1) It does not consider employees on leave. It does not consider hirings after the period of release, as its completion period is later and the process is continuous. (2) It does not consider New Business, which will have another term, as it will be released later. It does not consider Supplier training, which is an external audience. (3) Quantity considers the sum of the collaborators for each module, and there may be repeated employees in each module.

The monitoring results of the Compliance Program are presented to the Compliance and Audit Committee on a quarterly basis. Furthermore, the program is a fixed agenda in the monthly meetings of the Board of Directors, which monitors the details about its update and implementation throughout the CCR Group. The Compliance area, which is part of the Vice-Presidency of Governance, Risks, Compliance and Internal Audit, is responsible for developing the program at a strategic level, as well as for disseminating and monitoring its execution across the group.

One of the mechanisms of the Compliance Program is the Confidential Channel, a tool for receiving reports of irregularities that helps the group to monitor its employees' adherence to the governance rules and principles. Through this channel, any employee, administrator, shareholder or third party can clarify questions and report anonymously possible conduct deviations and breaches against the group's rules and policies or the legislation of the country where it operates.

The Confidential Channel is managed by a specialized outsourced group (ICTS), operating 7 days a week, 24 hours a day. All reports are recorded and it is ensured that there will be no discards, for any reason. The CCR Group has a zero-tolerance principle towards retaliation, directly or indirectly, by the leadership or anyone else, against good faith whistleblowers, even if the occurrence is not well founded. The Confidential Channel can be accessed by calling 0800 721 0759 or by visiting the website [<https://canalconfidencial.com.br/canalconfidencialccr/>](https://canalconfidencial.com.br/canalconfidencialccr/).

Employees are encouraged to seek the Compliance area to report violations of conduct guidelines of the CCR Group.

The group also has the Reporting Treatment Standard and the Consequence Management Policy, the Study Committee's Regulation and the Application of Disciplinary Measures and Non-Retaliation, which advise employees on the guidelines used.

**Code of Ethical Conduct and Policies**

The CCR Group's Compliance Program also covers a number of policies and standards that, developed based on best market practices and ESG aspects (environmental, social and governance), express the corporate values that reinforce its commitment to develop its business according to ethical principles, transparency and respect for human rights.

The CCR Group's Code of Ethical Conduct addresses issues related to conflict of interest, human rights and the work environment, fair competition, money laundering, confidentiality of information, registration of operations in its accounting books, among others. Aligning the conduct of employees and administrators in the best interest of the group, obeying internal laws and rules, is one of the premises of the Code. Also noteworthy is the Donations and Sponsorships Policy, which provides clear rules so that group companies execute these processes, prohibiting donations to candidates and/or political parties, and the Standard for Interaction with Public Agents, which guides employees in participating in bidding processes, managing contracts and providing public services as a concessionaire.



The Clean Company and Anti-Corruption Policy was also revisited to clarify its objective of promoting the fight against corruption both in the relationship with the public administration and in private relationships. It provides clarification about conducts that constitute corruption or fraud, in addition to general concepts about offering and receiving gifts, meals, entertainment and travel, donations and sponsorships, participation in public bids, relationships with third parties, joint ventures, consortia, mergers and acquisitions, records of operations, behavior in electoral periods, points of attention or red flags of situations that may indicate possible occurrence of illicit or unethical practices, reinforcing the CCR Group's commitment to conducting its business with the highest standard of ethics and integrity.

By overseeing compliance with procedures, the CCR Group and its subsidiaries monitor the program to map possible noncompliance and improve the prevention, detection and fight against the occurrence of harmful acts and frauds to the Compliance Program, which will be subject to the application of disciplinary actions, if applicable.

In addition to the Code of Ethical Conduct and all the aforementioned policies, the instruments that define the criteria and determine the decisions taken in all instances of the CCR Group's corporate governance are the Bylaws, the Internal Regulations of the Board of Directors and its Advisory Committees, as well as the Policy for the Nomination of Members of the Board of Directors, Advisory Committees, the Statutory Board and the Fiscal Council, which establishes rules for the choice of administrators and aims, among other objectives, to guarantee the independence of their officers.

Since it established a Compliance area, the CCR Group, through the Board of Directors and the Presidency, has constantly demonstrated top

management commitment to the matter. The Compliance Program is a fixed agenda in the monthly meetings of the Board, which monitors the details of its update and implementation throughout the group. Furthermore, annually, employees are required to formally accept the Code of Ethical Conduct, the Clean Company and Anti-Corruption Policy and the Conflict of Interest Rules.

### Statements - Compliance Platform

Signature of acceptance of the Code of Ethical Conduct and the Clean Company and Anti-Corruption Policy by Employees and completion of the Conflicts of Interest Form.



**9,393**

TOTAL ELIGIBLE EMPLOYEES

**8,704**

ACCEPTANCES OF  
THE CLEAN COMPANY  
POLICY

**8,704**

ACCEPTANCES OF  
THE CODE OF ETHICAL  
CONDUCT

**8,695**

TOTAL OF COMPLETED  
CONFLICT OF INTERESTS  
FORMS

**Note:** the numbers presented here do not include the following units: ViaMobilidade, ViaQuatro, ViaRio, VLT Carioca, Quicko, Renovias, Aeroportos, FiveTrilhos.

All these documents were revised and updated between 2018 and 2020 as part of the governance project conducted by the group in that period. As a result, processes became more agile and aligned both with the strategic objectives and with the demands of external stakeholders (to see the mentioned documents and others, visit <http://www.grupoccr.com.br/governanca-e-compliance>).

### Sustainability Governance

The CCR Group manages ESG aspects (environmental, social and governance) in an integrated way with the business, as well as invests in the socio-environmental development of territories and communities located in the regions of their operations.

The business units have full autonomy to make their investments in ESG management and in projects aimed at the surrounding communities. However, the governance of sustainability across the group and the use of invested resources is in charge of the Communication and Sustainability Department, responsible for assessing risks, identifying opportunities for improvement and measuring the environmental, social and economic impacts of operations. This area relates to the business units through employees who work as Advanced Sustainability Posts (ASPs), in order to encourage and facilitate the sharing of knowledge and good practices across the group.

Management for the sustainability of the CCR Group is monitored continuously and directly by the Board of Directors, with the support of the Risks and Reputation Committee. The members of this committee are responsible for identifying trends and



supporting the formulation of the group's operating strategy to promote sustainable development throughout the value chain.

All actions in this field, as well as the relationship with stakeholders, are guided by the Social Responsibility Policy, which seeks to align the group's strategic objectives and society's demands regarding care for the environment and respect for human rights and ethics.

### ESG Group' Policies

- Social Responsibility Policy
- Environment Policy
- Climate Change Policy
- Risk Management Policy
- Code of Ethical Conduct
- Clean Company and Anti-Corruption Policy
- Third Party Risk Assessment Standard (Due Diligence)
- Policy on Transactions with Related Parties
- Donations and Sponsorships Policy
- CCR Group Employee and Fiscal Council Compensation Policy
- CCR Management and Fiscal Council Compensation Policy

### CCR Institute

With six years of existence, the CCR Institute, a non-profit institution, aims to qualify the private social investment of all controlled companies of the CCR Group, promoting the transformation of communities and contributing to sustainable development. Through the combination of its strategy with the group's vision of sustainability, the Institute strengthens the management of its own and incentivized resources, supporting projects on the following strategic fronts: social inclusion, education, health, sport, entrepreneurship, first job and culture. Since its foundation, the CCR Institute has already managed more than R\$ 160 million between direct and incentive funds, benefiting communities in Brazil and abroad. In 2020 alone, more than 2 million people were benefited in 115 municipalities in Brazil. As it has its own board, periodic meetings are held to define the strategy for the execution of its programs and investments in a joint and participatory manner.

The CCR Institute centralizes the management of the incentive resources made available by the business units for private social investment, according to the rules and policies, and in the last year over R\$ 8 million were managed. In addition, it is responsible for the management of the Paths to Citizenship and Road to Health proprietary programs.







Aligned with the pillars of the CCR Institute, Paths to Citizenship is a socio-educational action that aims to train teachers to be multipliers of concepts related to safe living in traffic and citizenship for students from the 1<sup>st</sup> to the 5<sup>th</sup> year of the public education network of the municipalities that surround CCR Group roads. Since 2002, it has served more than 3.4 million students, more than 131 thousand educators and has already been in 118 municipalities. Today it is present in three states: Rio de Janeiro, São Paulo and Paraná, through the concessionaires CCR AutoBAN, CCR NovaDutra, CCR RodoNorte, CCR SPVias, CCR ViaLagos, CCR ViaOeste and CCR RodoAnel.

In 2020, the program became 100% digital, which in the midst of the pandemic was a differentiator, because, in addition to training provided to teachers, 84 free materials were made available on the program's website, with suggestions of movies, books, series, games, and activities to develop at home. The program involved 71 municipalities and 87,150 students, and trained more than 2,900 teachers.

The Road to Health program promotes the health of the truck driver and his companions at fixed and itinerant stations in various regions of the country. Nursing exams, blood pressure measurement, vision test, dental treatment, haircut, among other services are performed. Since 2001, the program has benefited more than 295 thousand people. In 2020, there were about 7 thousand.

The Institute also promotes several campaigns, such as: preventing and fighting cancer, collecting clothes in winter, donating basic food baskets at Christmas, supporting actions to social protection organizations with the voluntary participation of group employees, among others initiatives.

In 2020, as one of the highlights, the CCR Institute sponsored the Pelourinho International Literary Festival (Flipelô), in a special edition that honored Pelourinho itself. The event, held online in YouTube, had debate tables, soirees, literary-musical shows, storytelling and workshops, as well as a closing show with Olodum band. Thousands of people of different ages in South America, Europe and Africa joined the event to celebrate the importance of literature worldwide.

The year 2020 was marked by many events and the CCR Institute also worked to support the fight against fires in Pantanal, with donations to Instituto Homem Pantaneiro and Instituto SOS Pantanal in order to promote actions to train fire brigade members to fight fires and to purchase materials and infrastructure for the protection of animals. In addition, the Institute worked to support minority stakeholders (riverside and indigenous) through the donation of food baskets. Altogether, approximately R\$ 500 thousand were invested in these initiatives.





# \ 2020 MATERIAL TOPICS AND PERFORMANCE







# MATERIAL MATRIX

GRI 102-40 GRI 102-42 GRI 102-43  
GRI 102-44 GRI 102-46 GRI 102-47

The material topics of the CCR Group are defined based on: direct engagement of audiences; analyzes of the sectors in which it operates and of the business strategy; identification of trends and challenges for sustainable development on the main global agendas; International Integrated Reporting Council (IIRC) guidelines; and questions from investors and rating agencies.

For the definition of material topics, the stakeholders considered as priorities, since 2016, are:

- **CCR Group** – Employees and senior management, suppliers, city halls, customers, regulatory body, granting authority, institutional partners and communities.
- **Airports** – Service assignees, passenger transportation companies, airport community, employees, users, supervisory bodies, suppliers, service providers, shareholders and granting power.
- **Mobility** – Employees, press, users, regulatory body and granting power, labor unions and employee representatives, municipal governments (secretariats and city councils), shareholders and investors, suppliers, financing agencies and state governments.
- **Roads** – Press, users, regulatory body and granting power, suppliers (including service providers - outsourced companies and work sites), municipal governments, employees, shareholders, communities and road policing.

The group maintains continuous mechanisms for dialogue with audiences, with different approaches, depending on the nature of the relationship with each stakeholder.

Most common topics:

- **Among employees:** suggestions of subjects for internal disclosure and opportunities for improvement in management practices and participation in internal research on various topics.
- **Among customers:** doubts or demands for support in the use of services and evaluation of the service provided in the units of the different modes.
- **For suppliers:** requirements for supply and enhancement of the partnership with the contracted companies.
- **For investors:** strategic alignment and operational and financial results, including medium and long-term perspectives.
- **For third sector entities:** the CCR Institute receives mainly demands on the rules of participation in the public notices and partnership opportunities.

In 2020, the group identified as material the same topics that were considered in 2019.



**2020 MATERIAL TOPICS**



Click on the material topics and browse this interactive diagram to better understand the aspects covered in each of the topics and their correlation with the main global agendas for sustainability management and reporting.



**ECONOMIC AND FINANCIAL**  
BUSINESS STRATEGY AND ECONOMIC PERFORMANCE

**ENVIRONMENTAL**  
OPERATIONAL ECO-EFFICIENCY

**SOCIAL**  
STAKEHOLDER RELATIONSHIPS AND DEVELOPMENT OF THE REGIONS WHERE CCR OPERATES  
  
HUMAN CAPITAL QUALIFICATION  
  
SERVICE QUALITY  
  
SAFE OPERATION

**GOVERNANCE**  
GOVERNANCE AND ETHICAL CONDUCT

**Principles of the Global Compact**

1. Support and respect internationally proclaimed human rights within the company's sphere of influence.
2. Ensure that the company does not participate in human rights violations.
3. Support the freedom of association and the recognition of the right to collective bargaining.
4. Eliminate all forms of forced and compulsory labor.
5. Abolish all forms of child labor from its production chain.
6. Encourage practices that eliminate any type of employment discrimination.
7. Adopt practices that support a preventive, responsible and proactive approach to environmental challenges.
8. Undertake initiatives to promote greater environmental responsibility.
9. Encourage the development and diffusion of environmentally friendly technologies.
10. Work against corruption in all its forms, including extortion and bribery.

**Sustainable Development Global Goals**





The CCR Group's materiality matrix review process will be completed in the year 2021. During 2020, the group's executives were given presentations addressing current and significant topics for prior conceptual alignment and enriching the debate for the review of the materiality matrix.

The process considers the main trends that impact the context in which businesses happen and will happen in the future, such as:

- mobility changes;
- climate changes;
- changes in the energy matrix and in the oil chain.

These trends are already present in the leadership discussions and in the development of projects in the group.

## 2020 PERFORMANCE

GRI 102-15 GRI 103-1 GRI 103-2 GRI 103-3

The CCR Group acts effectively and transparently putting undertaken public commitments into practice and carrying out its activities in accordance with the most relevant topics for stakeholders, as described in the materiality matrix detailed on page 32.

In 2020, the CCR Group's performance was impacted by the Covid-19 pandemic. The group committed itself in supporting its stakeholders in this moment of sanitary and economic crisis, with measures to combat the spread of the virus, and minimizing impacts on its results.

The following are the main ESG actions adopted by the group in managing its business and in the relationship with its stakeholders, in compliance with the materiality matrix, as well as the 2020 highlights and the related GRI performance standards.





## ECONOMIC AND FINANCIAL PERFORMANCE GRI 102-10 GRI 203-1

With the advancement of the Covid-19 pandemic in Brazil, the CCR Group mobilized itself in view of the new context to take quick action in order to maintain the continuity of the services provided. It also made efforts to care for society and its employees and guarantee the financial health of the group. However, restrictions on the movement of people led to the reduction in the volume of traffic on roads, mobility and airports, which had an impact on the group's results.

In 2020, the group's investments totaled R\$ 1.5 billion. The concessionaires that invested the most were CCR ViaSul, CCR RodoNorte and CCR ViaCosteira, representing, respectively, 21.1%, 16.4% and 9.7% of the total fiscal year. At CCR ViaSul, there were disbursements with pavement recovery, acquisition of equipment and signaling, mostly. CCR RodoNorte's investments were prioritized in duplications and repair works in multiple sections. CCR ViaCosteira's investments were concentrated in the initial works of the concession, mainly in the implementation of four toll plazas, pavement recovery and general conservation.

The net financial result was negative by R \$ 1,353,497 million, compared to a negative result of R \$ 1,239,861 million in 2019. The 9.2% increase mainly reflects a gross debt balance 4.6% higher between the periods, mainly due to: funding from the CCR Group; the strategy for anticipating funding to reinforce cash during the pandemic period; and the contracting of R\$ 778,675

thousand in ViaMobilidade. Additionally, these effects were partially offset by the reduction in the CDI rate between the compared periods (-3.16 p.p).

As the main component of gross operating revenue, toll revenue totaled R\$ 6.905,700 million in 2020 (-2.0% over 2019) and represented 70.5% of total revenue gross, excluding construction revenue. The variation of this revenue component is a consequence of the increase in average tariffs, which presented a 0.6% growth and a 2.6% decrease of traffic.

Even facing challenges, the group expanded its operations in roads with the award of the 220.4 km concession of BR-101 in Santa Catarina by CCR ViaCosteira. With a duration of 30 years, the concession will require investments of approximately R\$ 7 billion in conservation, operation and monitoring and will generate 3.7 thousand direct and indirect jobs in the state. As innovations, there are the foreseen implementation of solar panels and the installation of new lighting and a camera system along the concession stretch.

The group also increased its shareholding to 75.37% at the VLT Carioca concessionaire (Light Vehicle on Rails), which will connect the port region to the center of Rio de Janeiro. In addition, it acquired the totality of the stakes of the concessionaire CCR RodoNorte, becoming the holder of 100% of the share capital of this group.

**The CCR Group has adopted a series of measures to preserve jobs, maintain its solid cash position and liquidity structure. Among the main measures adopted, the following stand out:**

- suspension of the payment of installments related to the financing contracts with the Brazilian Development Bank (BNDES), between April and September 2020;
- adoption of MP 936/2020, reducing salary and working hours for all leadership personnel by 25%, for three months, starting in May 2020, and suspending the employment contract of employees from the risk group who cannot work in home office, for a specified period of time;
- after reviewing the group's cash flow considering various scenarios, in addition to expenses containment and prioritization of investments, CCR adopted the anticipation of contracting credit operations planned for the course of the year, in order to reinforce the group's cash position;
- the realization of amendments at BH Airport regarding the reprogramming of payments of fixed contributions and also changes in the provisions of concession contracts that dealt with reimbursement conditions of works contractually allocated to Infraero.

### GRI 201-1

DISTRIBUTION OF VALUE ADDED (R\$ MILLION)	2018	2019	2020
Employees' wages and benefits	1,212	1,301	1,331
Payments to capital providers	2,711	2,371	1,876
Remuneration of own capital	636	1,426	86
Government Payments - Taxes, Fees and Contributions	1,557	1,749	1,453
<b>Total</b>	<b>6,116</b>	<b>6,847</b>	<b>4,746</b>

**Note:** Partially reported indicator. The detailed operating cost is available in the Group's Financial Statements, available at: <http://ri.ccr.com.br/divulgacao-e-resultados/central-de-resultados/>.







**ENVIRONMENTAL PERFORMANCE**



The CCR Group seeks to expand the positive environmental impact of its concessions. With this objective, it invests in actions that promote a more efficient and responsible use of energy and water, for example, with the installation of solar panels for energy generation and reuse of water for washing trains. It also adopts mechanisms to reduce greenhouse gas emissions (GHG) and to reuse the waste generated in constructions to improve assets.

Global Business Services (GBS) is a key structure to address the strategic vision on operational eco-efficiency. Through CCR Engelog, CCR EngelogTec and the Sustainability area, it monitors the indicators and actions of each unit, which allows the identification of improvement opportunities and good practices that can be implemented in other concessions or new businesses, in addition to seeking solutions that allow reducing the environmental impacts of operations.

Within the scope of the Executive Board, the topic is treated and evaluated by the business executive boards, which manage the concessions in the different modes, together with the Communication and Sustainability Department. The most relevant aspects for the group and global trends, such as combating climate change, are taken to the Risks and Reputation Committee and to the Board of Directors, through periodic follow-ups.

Significant fines and non-monetary sanctions GRI 307-1

	2018	2019	2020
Total number of monetary sanctions	4	5	1
<b>Total monetary value of significant fines (R\$)</b>	<b>R\$ 78,996.02</b>	<b>R\$ 8,600.00</b>	<b>R\$ 39,842.11</b>

**Note:** there were no non-monetary sanctions or lawsuits brought about by arbitration mechanisms.

**ENERGY AND EMISSIONS**

The CCR Group invests in solar energy self-generation to reduce the use of energy from non-renewable sources by the concessions.

In 2020, CCR ViaSul implemented 6 of the 25 photovoltaic plants planned to be installed in its concession stretch, and they are due to start operating in 2021. This project will allow the supply of solar energy for the bases, toll plazas and other equipment along the roads. Self-generation of solar energy, in addition to reducing costs, contributes to the reduction in GHG emissions. The CCR Group monitors emissions according to the methodology of the Brazilian GHG Protocol Program, publishing its inventory on the entity's public record platform, verified by an independent external company.

At ViaRio, two photovoltaic plants generate part of the energy used in toll plazas.

The mobility and airport modes have good practices using LED lamps and reducing energy consumption in operations.

In 2020, scope 2 indirect emissions were lower in the annual comparison. This result is also a reflection of the decrease in the volume of traffic on the roads, due to the measures of circulation restriction resulting from the Covid-19 pandemic.

In scope 3, which shows the carbon footprint in activities in the value chain, 84% of emissions occur at BH Airport, mainly due to fuel consumption on aircraft that take off and land at the airport.





## Energy consumption within the organization GRI 302-1

### TOTAL ENERGY CONSUMPTION

GJ	2018	2019	2020
Fuels - Non-renewable sources	559,057.19	608,667.65	625,012.30
Fuels - Renewable sources	33,427.06	34,202.95	30,805.38
Energy - Consumption	901,399.08	1,235,979.81	1,139,462.77
<b>Total</b>	<b>1,493,883.33</b>	<b>1,878,850.41</b>	<b>1,795,280.44</b>

### ENERGY - CONSUMPTION

GJ	2018	2019	2020
<b>Electricity</b>	<b>901,399.08</b>	<b>1,235,979.81</b>	<b>1,139,462.77</b>

### FUELS - NON-RENEWABLE SOURCES

GJ	2018	2019	2020
Acetylene	62.87	72.28	53.21
Diesel	525,971.53	574,256.09	594,461.31
Gasoline	30,049.58	30,714.01	28,130.84
GLP	1,966.99	1,907.71	1,576.83
Kerosene	7.57	8.80	9.34
Propane	31.76	14.97	13.76
GMP Oil	0.00	8.94	0.00
Greases	2.41	0.00	0.00
NGV	964.48	1,684.85	767.00
<b>Total</b>	<b>559,057.19</b>	<b>608,667.65</b>	<b>625,012.30</b>

### FUELS - RENEWABLE SOURCES

GJ	2018	2019	2020
Ethanol	33,427.06	34,202.95	30,805.38

### TOTAL ENERGY ROAD CONSUMPTION

GJ	2020
Fuels - Non-renewable sources	239,530.15
Fuels - Renewable sources	28,784.78
Energy - Consumption	151,285.11
<b>Total</b>	<b>419,600.04</b>

### TOTAL ENERGY MOBILITY CONSUMPTION

GJ	2020
Fuels - Non-renewable sources	379,250.63
Fuels - Renewable sources	1,298.98
Energy - Consumption	925,744.27
<b>Total</b>	<b>1,306,293.87</b>

### TOTAL ENERGY AIRPORT CONSUMPTION

GJ	2020
Fuels - Non-renewable sources	4,590.72
Fuels - Renewable sources	22.50
Energy - Consumption	58,990.97
<b>Total</b>	<b>63,604.19</b>

### TOTAL ENERGY CORPORATE CONSUMPTION

GJ	2020
Fuels - Non-renewable sources	1,640.80
Fuels - Renewable sources	699.12
Energy - Consumption	3,442.42
<b>Total</b>	<b>5,782.34</b>

#### Notes:

- CCR ViaCosteira is not considered in the environmental indicators.
- Significant increase in CCR RodoNorte referring to works under the leniency agreement, in the use of the soil. The volume of work was very concentrated in the year, duplications also were more significant in relation to vegetation cover.
- There was no sale of energy within the CCR Group.
- There was no energy consumption for heating, cooling and steam.

## Direct (Scope 1) greenhouse gas (GHG) emissions

### GRI 305-1

	2018	2019	2020
Scope 1 direct emissions (tCO <sub>2</sub> e)	61,711.00	55,562.24	60,026.34
<b>Total</b>	<b>61,711.00</b>	<b>55,562.24</b>	<b>60,026.34</b>

### CO<sub>2</sub> BIOGENIC EMISSIONS IN METRIC TONS OF CO<sub>2</sub> EQUIVALENT

CO <sub>2</sub> Biogenic emissions			4,335.7
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#### Notes:

- Includes CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub> and NF<sub>3</sub> gases, reported in CO<sub>2</sub> equivalent according to the guidelines of the Brazilian GHG Protocol Program.
- Biogenic emissions started to be reported in 2020.
- VLT Carioca does not monitor emissions.
- CCR ViaCosteira is not considered in the environmental indicators for having started its activities during the year 2020.

## Energy indirect (Scope 2) greenhouse gas (GHG) emissions GRI 305-2

	2018	2019	2020
Scope 2 indirect emissions (tCO <sub>2</sub> e)	18,074.18	25,777.05	19,378.78
<b>Total</b>	<b>18,074.18</b>	<b>25,777.05</b>	<b>19,378.78</b>

#### Notes:

- VLT Carioca does not monitor emissions.
- CCR ViaCosteira is not considered in the environmental indicators for having started its activities during the year 2020.

## Other indirect (Scope 3) greenhouse gas (GHG) emissions GRI 305-3

	2018	2019	2020
Other (Scope 3) GHG emissions (tCO <sub>2</sub> e)	707,407.18	690,139.22	254,453.39
<b>Total</b>	<b>707,407.18</b>	<b>690,139.22</b>	<b>254,453.39</b>

#### Notes:

- Includes CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC, PFC, SF<sub>6</sub> and NF<sub>3</sub> gases, reported in CO<sub>2</sub> equivalent according to the guidelines of the Brazilian GHG Protocol Program.
- VLT Carioca does not monitor emissions.
- CCR ViaCosteira not considered in the environmental indicators.



Reduction of energy consumption GRI 302-4

GJ	PROJECT	2019	2020
Electricity	CCR AutoBAn	116.28	0.00
Electricity	CCR RodoAnel	520.92	0.00
Electricity	ViaRio	758.40	0.00
Electricity	CCR ViaSul		19,250.37
<b>Total</b>		<b>1,395.60</b>	<b>19,250.37</b>

Notes:

- In the CCR Group, there were only projects to reduce electricity consumption.
- The indicator's measurement unit was updated to standardize the entire GRI 302 Energy standard.
- ViaRio's 2019 energy consumption reduction amount corrected; the photovoltaic plant project does not generate a reduction in energy consumption.

Reduction of GHG emissions – tCO2e GRI 305-5

REDUCTION INICIATIVES	SCOPE	2019	2020
LED Lamps	Scope 2	31.36	330.06
Solar Energy - Photovoltaic plants	Scope 2	4.85	21.16
<b>Total</b>		<b>36.21</b>	<b>351.22</b>

Note: 2019 data has been corrected according to the emission factor update in the reduction calculation.

**WATER AND EFFLUENTS**

GRI 303-1 GRI 303-2 GRI G4-A04 GRI G4-A06

In the CCR Group, water consumption is used for maintenance and washing of equipment, trains, vehicles and facilities and the supply to buildings. Disposal of water used is done in the sewage collection networks, in a correct way.

Consolidated water consumption of the units was 507.72 megaliters in 2020, 17% lower than the previous year because of the decrease in operations caused by the pandemic.

More than 64% of the water consumed is provided by municipal networks supply. Only on the roads there is direct collection in relevant volumes. In mobility, in 2020 CCR Barcas held in the reimplantation of the rainwater harvesting project, at the Shipyard, with conclusion and measurement starting as of January 2021.

To increase efficiency on this topic and avoid waste, company units are encouraged to adopt rationalization measures and efficiency in water consumption, in addition to promoting awareness campaigns among employees. At CCR Metrô Bahia, for example, an automatic washer treats and reuses water in the cleaning of trains. On the roads, CCR AutoBAn and CCR ViaOeste also have water reuse mechanisms.

BH Airport carries out a monthly quality analysis of its rainwater, which is collected by drainage systems in the runway and takeoffs, composed of 15 descents of water, and evaluated by a third-party laboratory.

Analysis procedures follow regulatory standards set out by the Brazilian Association of Technical Standards (ABNT) and the compliance parameters consider the Resolution of Minas Gerais State Environmental Policy Council. In 2020, all parameters analyzed in the boxes of BH Airport's rainwater system were in compliance.

**Water Withdrawal**

GRI 303-3

WATER WITHDRAWAL BY SOURCE (MEGALITERS)	2018	2019	2020
	FRESH WATER	FRESH WATER	FRESH WATER
Groundwater	117.96	170.29	176.95
Rainwater	1.23	0.64	1.33
Third-party water – Public or private supply	479.97	442.80	329.45
<b>Total</b>	<b>599.15</b>	<b>613.72</b>	<b>507.72</b>

Notes:

- All water withdrawn by the CCR Group is made up of fresh water.
- CCR ViaCosteira is not considered in the environmental indicators for having started its activities during the year 2020.
- There was no capture of surface, sea and produced water.





## WASTE

GRI 306-1 GRI 306-2

All the waste generated by CCR Group concessionaires is disposed of in an environmentally correct manner, in accordance with the legislation in force. The collection, transport and destination processes are carried out by companies licensed by the environmental agencies.

Most of the waste generated in the group is organic, representing 94% of the total. In 2020, 206.5 thousand tons of non-hazardous waste were discarded, an increase of 227% in annual comparison. This increase is justified by the change in the methodology for converting volume for organic waste destined for landfill, to kg, after literature review of the subject. The change had a significant impact

on the mass of waste generated, mainly in the units of ViaMobilidade and ViaQuatro. Until 2019, the density applied was of 333kg/m<sup>3</sup> generated; in 2020, 1,213 kg/m<sup>3</sup> was used.

The generation of waste in mobility operations was 185.4 thousand tons - which represents 89% of the total generated. Approximately 4.3 thousand tons of non-hazardous waste were recovered, ceasing to be sent for disposal in landfills and other operations.

Regarding hazardous waste, the total volume discarded in the year was 283 tons. The biggest part is also generated by mobility. All waste is transported by licensed suppliers, whose documentation is verified by the units that hire them. The main destination of this waste is coprocessing operations.

### Waste Generated GRI 306-3

WASTE BY COMPOSITION, IN METRIC TONS (T)	2018			2019			2020		
	HAZARDOUS WASTE GENERATED	NON-HAZARDOUS WASTE GENERATED	TOTAL	HAZARDOUS WASTE GENERATED	NON-HAZARDOUS WASTE GENERATED	TOTAL	HAZARDOUS WASTE GENERATED	NON-HAZARDOUS WASTE GENERATED	TOTAL
Rubber	341.29	415.31	756.61	392.48	330.39	722.86	311.63	438.86	750.48
Electro electronics	13.67	3.82	17.49	5.48	1.07	6.55	28.16	18.72	46.88
Rubble	0.00	18,979.58	18,979.58	0.00	12,527.48	12,527.48	0.00	8,312.64	8,312.64
Milling	0.00	89,470.28	89,470.28	0.00	0.00	0.00	0.00	0.00	0.00
Grease and oils	259.48	20.75	280.23	259.37	31.56	290.93	85.80	26.54	112.34
Effluent treatment sludges	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00	20.00
Others	0.59	416.72	417.31	00.0	209.30	209.30	0.01	109.09	109.11
Batteries and lamps	37.57	0.00	37.57	12.56	0.00	12.56	10.11	0.00	10.11
Chemical and contaminated products	201.06	0.00	201.06	150.00	0.00	150.00	128.49	0.00	128.49
Recyclable (paper, plastic, glass, and metal)	0.00	2,306.83	2,306.83	0.00	2,050.92	2,050.92	0.00	3,622.40	3,622.40
Health waste	7.07	0.00	7.07	9.30	0.00	9.30	96.52	0.00	96.52
Organic waste	63.35	11,892.18	11,955.53	53.83	75,840.78	75,894.61	24.97	194,049.90	194,074.87
Uniforms/PPIs	0.00	4.01	4.01	0.00	1.70	1.70	0.00	2.08	2.08
<b>Total</b>	<b>924.09</b>	<b>123,509.46</b>	<b>124,433.56</b>	<b>883.03</b>	<b>90,993.20</b>	<b>91,876.22</b>	<b>705.70</b>	<b>206,580.23</b>	<b>207,285.93</b>

#### Notes:

- CCR ViaMobilidade included only in 2020.
- Coprocessing was not included in non-destination, as several items are ultimately disposed of after co-processing.
- VLT Carioca data are managed in cubic meters and are not considered in this report. Standardization will be considered for the next cycle.



Waste diverted from disposal GRI 306-4

WASTE BY COMPOSITION, IN METRIC TONS (T)	2018			2019			2020		
	HAZARDOUS WASTE GENERATED	NON-HAZARDOUS WASTE GENERATED	TOTAL	HAZARDOUS WASTE GENERATED	NON-HAZARDOUS WASTE GENERATED	TOTAL	HAZARDOUS WASTE GENERATED	NON-HAZARDOUS WASTE GENERATED	TOTAL
Rubber	341.29	386.65	727.95	392.48	306.62	699.09	311.63	304.63	616.26
Electro electronics	13.67	3.82	17.49	5.48	1.07	6.55	26.96	18.72	45.68
Rubble	0.00	7,422.52	7,422.52	0.00	1,615.45	1,615.45	0.00	354.24	354.24
Milling	0.00	89,470.28	89,470.28	0.00	0.00	0.00	0.00	0.00	0.00
Grease and oils	191.48	0.00	191.48	194.49	0.00	194.49	70.41	0.00	70.41
Batteries and lamps	35.80	0.00	35.80	12.08	0.00	12.08	9.83	0.00	9.83
Chemical and contaminated products	13.64	321.32	334.96	9.87	350.11	359.98	3.77	97.42	101.19
Recyclable (paper, plastic, glass, and metal)	0.00	1,973.41	1,973.41	0.00	1,696.59	1,696.59	0.00	3,522.58	3,522.58
Organic waste	0.00	77.34	77.34	0.00	55.04	55.04	0.00	0.00	0.00
Uniforms/PPIs	0.00	4.01	4.01	0.00	1.70	1.70	0.00	0.83	0.83
<b>Total</b>	<b>595.88</b>	<b>99,659.34</b>	<b>100,255.23</b>	<b>614.40</b>	<b>4,026.58</b>	<b>4,640.98</b>	<b>422.60</b>	<b>4,298.42</b>	<b>4,721.02</b>
WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION, IN METRIC TONS (T)	2018		2019		2020				
	HAZARDOUS WASTE	TOTAL	HAZARDOUS WASTE	TOTAL	HAZARDOUS WASTE	TOTAL			
Preparation for reuse	0.00	0.00	0.00	0.00	0.00	0.00			
Recycling	390.11	390.11	411.22	411.22	344.44	344.44			
Other recovery operations	2.83	2.83	0.00	0.00	0.00	0.00			
Oil re-refining	188.54	188.54	192.30	192.30	68.61	68.61			
Intermediary scrap dealer	0.10	0.10	1.27	1.27	0.69	0.69			
Reverse logistic	14.30	14.30	9.62	9.62	8.87	8.87			
<b>Total</b>	<b>595.88</b>	<b>595.88</b>	<b>614.40</b>	<b>614.40</b>	<b>422.61</b>	<b>422.61</b>			
WASTE DIVERTED FROM DISPOSAL BY RECOVERY OPERATION, IN METRIC TONS (T)	2018		2019		2020				
	NON-HAZARDOUS WASTE	TOTAL	NON-HAZARDOUS WASTE	TOTAL	NON-HAZARDOUS WASTE	TOTAL			
Preparation for reuse	0.00	0.00	0.00	0.00	50.00	50.00			
Recycling	99,422.95	99,422.95	3,512.74	3,512.74	3,988.08	3,988.08			
Other recovery operations	0.00	0.00	3.50	3.50	5.04	5.04			
Composting	77.34	77.34	55.04	55.04	0.00	0.00			
Intermediary scrap dealer	155.75	155.75	452.02	452.02	253.40	253.40			
Reverse logistic	3.31	3.31	3.28	3.28	1.90	1.90			
<b>Total</b>	<b>99,659.34</b>	<b>99,659.34</b>	<b>4,026.58</b>	<b>4,026.58</b>	<b>4,298.42</b>	<b>4,298.42</b>			

**Notes:**

- CCR ViaMobilidade included only in 2020.
- Coprocessing was not included in non-destination, as several items are ultimately disposed of after co-processing.
- VLT Carioca data are managed in cubic meters and are not considered in this report. Standardization will be considered for the next cycle.



Waste directed to disposal GRI 306-5

WASTE BY COMPOSITION, IN METRIC TONS (T)	2018			2019			2020		
	HAZARDOUS WASTE GENERATED	NON-HAZARDOUS WASTE GENERATED	TOTAL	HAZARDOUS WASTE GENERATED	NON-HAZARDOUS WASTE GENERATED	TOTAL	HAZARDOUS WASTE GENERATED	NON-HAZARDOUS WASTE GENERATED	TOTAL
Rubber	0.00	28.66	28.66	0.00	23.77	23.77	0.00	134.23	134.23
Electro electronics	0.00	0.00	0.00	0.00	0.00	0.00	1.20	0.00	1.20
Rubble	0.00	11,557.06	11,557.06	0.00	10,912.03	10,912.03	0.00	7,958.40	7,958.40
Grease and oils	68.00	20.75	88.75	64.88	31.56	96.44	15.39	26.54	41.93
Effluent treatment sludges	0.00	0.00	0.00	0.00	0.00	0.00	20.00	0.00	20.00
Others	0.59	416.72	417.31	0.00	209.30	209.30	0.01	109.09	109.10
Batteries and lamps	1.78	0.00	1.78	0.48	0.00	0.48	0.27	0.00	0.27
Chemical and contaminated products	187.42	0.00	187.42	140.13	0.00	140.13	124.73	0.00	124.73
Recyclable (paper, plastic, glass, and metal)	0.00	12.09	12.09	0.00	4.22	4.22	0.00	2.40	2.40
Health waste	7.07	0.00	7.07	9.30	0.00	9.30	96.52	0.00	96.52
Organic waste	63.35	11,814.84	11,878.19	53.83	75,785.74	75,839.57	24.97	194,049.90	194,074.87
Uniforms/PPIs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.25	1.25
<b>Total</b>	<b>328.21</b>	<b>23,850.12</b>	<b>24,178.33</b>	<b>268.63</b>	<b>86,966.61</b>	<b>87,235.24</b>	<b>283.09</b>	<b>202,281.81</b>	<b>202,564.90</b>

WASTE DIRECTED TO DISPOSAL BY RECOVERY OPERATION, IN METRIC TONS (T)	2018		2019		2020	
	HAZARDOUS WASTE	TOTAL	HAZARDOUS WASTE	TOTAL	HAZARDOUS WASTE	TOTAL
Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00
Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00
Landfill	0.92	0.92	0.96	0.96	0.28	0.28
Other disposal operations	0.00	0.00	0.00	0.00	0.00	0.00
Industrial landfill	2.66	2.66	4.58	4.58	0.06	0.06
Autoclave	64.66	64.66	58.71	58.71	117.45	117.45
Coprocessing	186.80	186.80	195.93	195.93	111.26	111.26
Incinerator	3.22	3.22	2.25	2.25	1.83	1.83
Chemical stabilization	0.00	0.00	0.00	0.00	0.01	0.01
Incinerator	2.25	2.25	0.63	0.63	24.05	24.05
Chamber incinerator	0.98	0.98	1.93	1.93	0.04	0.04
Wastewater treatment	0.00	0.00	0.00	0.00	20.00	20.00
Sorting with storage	0.00	0.00	0.00	0.00	0.00	0.00
Class I industrial landfill	66.73	66.73	3.64	3.64	8.11	8.11
<b>Total</b>	<b>328.21</b>	<b>328.21</b>	<b>268.63</b>	<b>268.63</b>	<b>283.10</b>	<b>283.10</b>

**Note:**

• VLT Carioca data are managed in cubic meters and are not considered in this report. Standardization will be considered for the next cycle.



**WASTE DIVERTED TO DISPOSAL BY RECOVERY OPERATION,  
IN METRIC TONS (T)**

	2018		2019		2020	
	NON-HAZARDOUS WASTE	TOTAL	NON-HAZARDOUS WASTE	TOTAL	NON-HAZARDOUS WASTE	TOTAL
Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00
Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00
Landfill confinement	0.00	0.00	0.00	0.00	0.00	0.00
Other disposal operations	0.00	0.00	0.00	0.00	0.00	0.00
Landfill with methane burning	13,063.39	13,063.39	76,775.18	76,775.18	190,699.02	190,699.02
Industrial landfill	230.64	230.64	211.66	211.66	78.51	78.51
Landfill	10,467.66	10,467.66	9,864.71	9,864.71	9,737.58	9,737.58
Coprocessing	49.41	49.41	66.94	66.94	209.08	209.08
Incinerator	39.02	39.02	48.12	48.12	26.26	26.26
Industrial landfill with methane burning	0.00	0.00	0.00	0.00	1,531.36	1,531.36
<b>Total</b>	<b>23,850.12</b>	<b>23,850.12</b>	<b>86,966.61</b>	<b>86,966.61</b>	<b>202,281.81</b>	<b>202,281.81</b>

**Notes:**

- CCR ViaMobilidade included only in 2020.
- Coprocessing was not included in non-destination, as several items suffer final destination after co-processing.
- The VLT Carioca data are managed in cubic meters and are not considered in this report. Standardization will be considered for the next cycle.

**Asphalt Recycling**

The effect of vehicle loading and weathering degrades the paving of roads over time, which need periodic maintenance.

One of the most used techniques in the restoration of asphalt is the reuse of milling, also known as RAP (reclaimed asphalt pavement), residue generated after removing the coating asphalt by a milling machine.

In 2020, CCR Engellog developed an internal specification with the objective of expanding the use of milling in the works of the concessionaires and improve their utilization. In that year, more than 100 thousand tons of RAP (54 thousand m<sup>3</sup>) were used in the group's works managed by CCR Engellog, resulting in reduction of material disposal, as well as in the reduction of the exploration of new deposits of virgin stone materials (aggregates) and oil consumption, used for the extraction of asphalt material.

**Milling reuse at CCR**

CONCESSIONAIRE	SITE	QUANTITY OF RE-USED RAP
CCR ViaCosteira	Implementation of toll plaza on BR-101/SC	25,000 m <sup>3</sup>
CCR ViaSul	Road pavement repair of BR-386/RS and BR-290/RS	9,700 m <sup>3</sup>
CCR ViaSul	Implementation of the new toll plaza P3 and readjustment of the toll plaza P2 on BR-290/RS	7,800 m <sup>3</sup>
		In 2020: 7,000m <sup>3</sup> Expected total: 11,500m <sup>3</sup>
CCR RodoAnel	Implementation of the Padroeira Marginal Roads at SP-021	400 m <sup>3</sup>
CCR AutoBAn	Widening of the access loop to SP-021 (km 24), on SP-348	300 m <sup>3</sup>
CCR NovaDutra	Improvement of access to the km 186 + 800 site and tests for hole repair	300 m <sup>3</sup>





**BIODIVERSITY** GRI 304-2

The impacts of the CCR Group on biodiversity are different in intensity and nature for each modal.

When it comes to work sites, especially for the expansion of roads and improvements in the road network, the main impact is related to the need for plant suppression, compensated by reforestation plantations with native species periodically monitored by regulatory agencies and set forth in the respective environmental licenses.

All plantations are carried out in areas of ecological interest, contributing to the recovery of permanent preservation areas, ecological corridors and degraded areas.

In 2020, the CCR Group maintained 31 reforestation projects undergoing monitoring in the states of São Paulo, Rio de Janeiro, Paraná and Mato Grosso do Sul, totaling about 440 thousand seedlings planted in previous periods. That year, the works carried out that caused suppression of vegetation were the implementation of toll plazas at CCR ViaCosteira and the duplication of BR-376 at CCR RodoNorte. There was also a record of vegetation suppression in the expansion of Estação Santo Amaro, an asset of ViaMobilidade in São Paulo (SP).

In relation to road operation, the main risks are associated with the running over of animals and accidents with dangerous cargo. These conditions are mitigated through specific control programs and measures, such as the Risk

Management Program and the Emergency Response Plan (PGR/PAE) and the Program for the Escape, Rescue and Management of Fauna (PERMF).

The PGR/PAE aims to reduce the frequency of accidents and their consequences. Vulnerable environmental elements (water resources, vegetation, flooded areas, protected areas, etc.) are identified as a basis for necessary control actions in case of emergency. The CCR Group records the occurrences of accidents with significant leakages in its operations through systems (KCOM and KCOR). In activities of this nature, CCR communicates the responsible bodies and acts in logistics and containment support, although the responsibility for occurrences lies with the carrier. Information about the number of occurrences, regarding the volume of leakages, were not available in time for the report.

In the context of PERMF, the CCR Group has mechanisms for the rescue and care of run over wild and domestic animals, besides promoting the constant training of its employees and awareness of customers and residents of the municipalities neighboring the roads. Partnerships are also signed with NGOs and wild animal rehabilitation centers, for which species in need of care are sent.

At airports, the impact on biodiversity is caused by aircraft collisions with the local fauna, mainly birds, in the most cases during landing and takeoff. The identification, monitoring, control and exclusion of environments and attractive focus for the fauna are of paramount importance for managing that impact.

BH Airport maintains a fauna management team, which performs the active mitigating measures recommended by the Fauna Risk Management Program (FRMP) for dispersal and capture of fauna and/or elimination of attractive focus for animals at Belo Horizonte International Airport. Dispersions, for example, are made by vehicle, trained dogs, pyrotechnics, in addition to falconry. These active measures aim to create a repellent environment for the fauna within the airport's operational area, resulting in a lower stay of specimens there.

All collisions are recorded according to the requirements of the Aeronautical Accident Research and Prevention Center (Cenipa), with an assessment of the occurrence and treatment and associated risk. Of the 24 collisions recorded in 2020, 23 occurred at the airport site and 1 in the surrounding areas - 10 were recorded during takeoff, 7 during runway revision, 6 during landing and 1 during approach for landing.

GRI A09

<b>INJURIES INVOLVING LOCAL FAUNA AT BH AIRPORT</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Total number of aircraft landings and take-offs	101,225	102,265	46,318
Wildlife damage at the airport	40	38	23
Wildlife damage in the airport's surrounding areas	0	5	1
<b>Total number of wildlife damage every 10,000 landings/take-offs</b>	<b>3.9516</b>	<b>4.2048</b>	<b>5.1816</b>





## SOCIAL PERFORMANCE **S**

### HEALTH AND SAFETY

The safety of employees, customers and third parties who provide services in the concession units is one of the most important matters for the CCR Group. For this reason, the group maintains programs and actions to minimize the risks of accidents and promote the health and safety of these stakeholders.

#### In operations

GRI 403-1 | GRI 403-2 | GRI 403-4 | GRI 403-5 | GRI 403-7

The concessionaires adopt strict safety procedures that must be followed by all who work in the units, whether own or outsourced professionals. Among them are the use of protective equipment to perform maintenance activities; installation of flags and containment barriers to avoid collisions with vehicles, machines and equipment; and conducting specific training about potentially dangerous activities, such as interaction with the power grid.

In each unit, operational leaders are responsible for overseeing and monitoring compliance with these procedures and safety programs, which follow the Work Health and Safety Corporate Normative Instruction, a document that establishes guidelines to reduce risks and protect people.

The occupational health and safety management system is performed in the business units of the CCR Group in accordance with the rules and guidelines of Brazilian law and international conventions. It is supervised by qualified professionals, meeting the requirements of responsible bodies: occupational physician and nurse practitioners' team for occupational health purposes, and occupational safety engineers and technicians, who are responsible for inspections, technical reports, indicators, prevention programs and plans, with the constant help of the Internal Commissions for Accident Prevention (CIPA). Those professionals are responsible for applying the most diverse training of regulatory standards (NR) and internal guidelines consistent with the concessionaires' modals.

All activities and employees are covered by the occupational health and safety management system, but certain roles need closer monitoring, due to their higher risk exposure, especially in mobility assets (subway stations and boats) and roads. They are:

- nurses and doctors (from headquarters or APH bases);
- general maintenance worker;
- security service worker;
- collection agents and leaders;
- cleaning/hygiene worker;
- monitoring worker;

- weighing worker;
- driver's worker;
- warehouse service worker;
- towing worker;
- traffic and subway operator worker;
- boilermaker officer;
- electric welder officer;
- sailor;
- terminal operator;
- terminal controller;
- deck and machine worker;
- general services worker;
- maintenance and customer service supervisors.







The risks to which these professionals are exposed are identified, classified and mitigated through safety procedures and the supervised use of collective and personal protective equipment. All processes are governed by a standardization committee, according to the internal normative instruction for the subject, following the legal requirements and the foundations of the health corporate integrated concept.

CCR Group companies also invest in communication across all areas to mitigate risks. Occupational safety teams are the focal point, always available to respond to inquiry requests. Meetings are also held, such as Safety Dialogues (SD), training and events promoted by CIPA on risk prevention, to reinforce the importance for everyone to take care of their own safety.

All units of the CCR Group have a CIPA, responsible for identifying risks in the workplace and outline an action plan to address them, in addition to supporting occupational safety and health teams in raising awareness for employees. In 2020, due to the pandemic, all CIPA events were held online.

### Training

Trainings are important within the occupational health and safety management system. Each modal has its own particularities. Some topics are common to the different units, such as Work at Height; Occupational Health and Safety in Confined Spaces; PPE and CPE trainings; New Employees and Third-Party Onboarding (whenever there is a new intervention in the group); Machinery and Equipment; and Safety in Facilities and Works with Electricity, among others. During the year 2020, the timeline of mandatory and non-mandatory training was strictly and safely followed, respecting the protocols required by the pandemic situation.

### Monitoring

The evolution of injury rates and the severity of occurrences in operations are monitored through digital systems by the Corporate Occupational Health and Safety and Quality of Life areas. Based on these information and reports, these areas identify opportunities for improvement and develop action plans for the continuous enhancement of group performance in that field. All health and safety indicators are consolidated by CCR Actua and periodically monitored by the units.

In 2020, there was a decrease in the number of injuries in the group, due to the reduced flow on the roads caused by the pandemic.



Work-related injuries GRI 403-9

	2018				2019				2020			
	NUMBER OF INJURIES	NUMBER OF HOURS WORKED	BASIS [200,000 OR 1,000,000]	RATE	NUMBER OF INJURIES	NUMBER OF HOURS WORKED	BASIS [200,000 OR 1,000,000]	RATE	NUMBER OF INJURIES	NUMBER OF HOURS WORKED	BASIS [200,000 OR 1,000,000]	RATE
<b>WORK-RELATED INJURIES – EMPLOYEES</b>												
Fatalities as a result of work-related injuries	0	18,997,280	1,000,000	0.00	1	19,614,804	1,000,000	0.05	1	18,194,098	1,000,000	0.05
High-consequence work-related injuries (excluding fatalities)	3	18,997,280	1,000,000	0.16	10	19,614,804	1,000,000	0.51	5	18,194,098	1,000,000	0.27
Recordable work-related injuries	177	18,997,280	1,000,000	9.32	196	19,614,804	1,000,000	9.99	186	18,194,098	1,000,000	10.22
<b>Total</b>	<b>180</b>	<b>18,997,280</b>	<b>1,000,000</b>	<b>9.48</b>	<b>207</b>	<b>19,614,804</b>	<b>1,000,000</b>	<b>10.55</b>	<b>192</b>	<b>18,194,098</b>	<b>1,000,000</b>	<b>10.55</b>

	2018				2019				2020			
	NUMBER OF INJURIES	NUMBER OF HOURS WORKED	BASIS [200,000 OR 1,000,000]	RATE	NUMBER OF INJURIES	NUMBER OF HOURS WORKED	BASIS [200,000 OR 1,000,000]	RATE	NUMBER OF INJURIES	NUMBER OF HOURS WORKED	BASIS [200,000 OR 1,000,000]	RATE
<b>WORK-RELATED INJURIES – NOT EMPLOYEES</b>												
Fatalities as a result of work-related injury	0	8,099,641	1,000,000	0.00	9	5,259,954	1,000,000	1.71	3	40,166,229	1,000,000	0.07
High-consequence work-related injuries (excluding fatalities)	0	8,099,641	1,000,000	0.00	9	5,259,954	1,000,000	1.71	0	40,166,229	1,000,000	0.00
Recordable work-related injuries	30	8,099,641	1,000,000	3.70	6	5,259,954	1,000,000	1.14	0	40,166,229	1,000,000	0.00
<b>Total</b>	<b>30</b>	<b>8,099,641</b>	<b>1,000,000</b>	<b>3.70</b>	<b>24</b>	<b>5,259,954</b>	<b>1,000,000</b>	<b>4.56</b>	<b>3</b>	<b>40,166,229</b>	<b>1,000,000</b>	<b>0.07</b>

Work-related ill health GRI 403-10

	2020			
	NUMBER OF INJURIES	NUMBER OF HOURS WORKED	BASIS [200,000 OR 1,000,000]	RATE
<b>WORK-RELATED ILL HEALTH - EMPLOYEES</b>				
Fatalities as a result of work-related ill health	0	18,326,871	1,000,000	0,00000
Recordable work-related ill health	0	18,326,871	1,000,000	0,00000
<b>Total</b>	<b>0</b>	<b>18,326,871</b>	<b>1,000,000</b>	<b>0,00000</b>

	2020			
	NUMBER OF INJURIES	NUMBER OF HOURS WORKED	BASIS [200,000 OR 1,000,000]	RATE
<b>WORK-RELATED ILL HEALTH - NOT EMPLOYEES</b>				
Fatalities as a result of work-related ill health	0	40,166,229	1,000,000	0
Recordable work-related ill health	0	40,166,229	1,000,000	0
<b>Total</b>	<b>0</b>	<b>40,166,229</b>	<b>1,000,000</b>	<b>0</b>

## Notes:

- Does not include data from third parties.
- Due to the updating of the GRI 403 Standard, the indicator does not present historical data.

## Safety Culture

In 2020, there was a mobilization to increase surveillance and discussion on safety issues within the CCR Group, led by the Executive Board. Then, a multidisciplinary team was created to execute a project to leverage the related processes and consolidate the safety culture in all areas of the group.

The project, initiated in 2020, will bring changes in different fields, from routine, systems and concepts to the governance of processes, during 2021 to shape an even more efficient and preventive-driven safety structure.





## Employee Health GRI 403-3 GRI 403-6

In all business units, occupational physicians and nursing teams organize and provide assistance to employees, both concerning the Occupational Health Examination Programs (PCMSO) as well as in monitoring social security absenteeism.

Furthermore, they organize vaccination campaigns in the group, monitor the evolution and provide employees with awareness on the importance of participation until medical discharge in the health care programs, such as those of pregnant women and nutritional monitoring of employees with chronic diseases and positive Covid-19 cases, among others.

Assistance and follow-up are provided in person, by telephone and, specifically in 2020, also by teleconsultation - which will be maintained after the pandemic because of the facility and convenience for the employee – always in a personalized, humanized and confidential way.



## HEALTH PROGRAMS

Some programs are offered to employees upon hiring, according to the evaluation of indicators and the health profile carried out corporately. Most extend also to dependents. The main programs are:

**NAP (Primary Care Center)** – Primary care program to the employee, focused on prevention. It started in 2019 in some units, having been expanded in 2020, when it recorded more than 5,000 appointments.

**Gympass** – Application that allows access to gyms throughout the country and abroad. Through the app, the employee and his or her dependents pay a much lower amount than the monthly conventional fee, which can be deducted from the payroll or charged to the credit card. The application has about 18 thousand registered gyms, offering activities such as weight training, dance, martial arts, swimming, among others.

**Psychological/financial monitoring** – Service channel with specialists who offer psychological and financial guidance over the phone, confidentially, to meet mental health and well-being needs.

**Nutritional monitoring** – After conducting a research on the Health Profile of employees of all units, people with one or more comorbidities were identified. They were invited to participate in the program, which offers appointments with

a nutritionist to promote food re-education. The objective is to improve health as a whole, seeking to minimize the impacts of these comorbidities.

**Monitoring of pregnant women** – Service provided by the medical teams of the group's health plans. Pregnant women receive telephone assistance from gynecologists and nurses, who make monthly reports about the pregnancy to identify and minimize possible risks to the mother and the baby. If necessary, these professionals request other tests, contributing to a safe, healthy and peaceful pregnancy.

**Health Channel (Canal Saúde)** – 0800 telephone line through which the employee undergoes a nursing evaluation and, if necessary, receives medical assistance regarding the symptoms presented.

**Telemedicine** - Online medical service channel for employees and their dependents. Depending on the case, the doctor can order tests, give prescriptions, and perform other procedures.

**Orthopedics in Focus** – Follow-up of employees who are undergoing orthopedic treatment under the health insurance.

**High Users** – Monitoring program of employees with greater search for medical appointments of certain specialties.



## CUSTOMER SAFETY

To guarantee the safety of customers, the CCR Group makes investments in improvement works that increase the quality of assets and reduce the risk of accidents. In addition to these initiatives, the units provide regular training and education for employees and educational campaigns for drivers, pedestrians and other concession customers to increase safety awareness to these stakeholders.

### Roads

Concessionaires undertake several initiatives to reduce the number of road accidents, such as the installation of metal guard rail between tracks, the construction of walkways, the installation of monitoring cameras, warning systems and information panels - all items set forth in the concession contract. In addition to these actions, the duplication of roads - one of the main benefits of concession projects - increases safety for drivers and contributes to reducing the number of accidents.

As a result, the group has recorded a significant reduction in the number of accidents with fatalities on CCR-administered roads (see tables below)

### Road Accidents

2010	2018	2019	2020
<b>RATE*</b>			
1.2696	0.8486	0.7941	0.7967
<b>NUMBER OF INJURIES</b>			
27,192	23,031	25,139	22,847

#### Notes:

- \* Injured victims' rate = (number of injured victims \* 100,000,000) / (length of the stretch in kilometers \* average daily volume of vehicles in homogeneous segment \* number of days in the period).
- Scope: CCR ViaOeste, CCR RodoAnel, CCR AutoBAn, CCR NovaDutra, CCR ViaLagos, CCR SPVias, CCR RodoNorte, CCR MSVia and CCR ViaSul.
- Historical data has been updated due to a change in the calculation methodology and reclassification of accidents.

### Injured Victims

2010	2018	2019	2020
<b>RATE OF INJURED VICTIMS*</b>			
67.0518	46.8274	42.8839	43.0073
<b>NUMBER OF INJURED VICTIMS</b>			
14,361	12,709	13,576	12,333

#### Notes:

- \* Injured victims' rate = (number of injured victims \* 100,000,000) / (length of the stretch in kilometers \* average daily volume of vehicles in homogeneous segment \* number of days in the period).
- Scope: CCR ViaOeste, CCR RodoAnel, CCR AutoBAn, CCR NovaDutra, CCR ViaLagos, CCR SPVias, CCR RodoNorte, CCR MSVia and CCR ViaSul.
- Historical data has been updated due to a change in the calculation methodology and reclassification of accidents

### Fatalities

2010	2018	2019	2020
<b>RATE OF FATALITIES</b>			
2.876	1.448	1.573	1.6600
<b>NUMBER OF FATALITIES</b>			
616	393	498	476

#### Notes:

- \*\* Fatal victims' rate = (number of fatal victims \* 100,000,000) / (length of the stretch in kilometers \* average daily volume of vehicles in homogeneous segment \* number of days in the period).
- Scope: CCR ViaOeste, CCR RodoAnel, CCR AutoBAn, CCR NovaDutra, CCR ViaLagos, CCR SPVias, CCR RodoNorte, CCR MSVia and CCR ViaSul.
- Historical data has been updated due to a change in the calculation methodology and reclassification of accidents.

ROAD INJURIES WITH FATALITIES	2010	2018	2019	2020
CCR AutoBAn	119	83	114	107
CCR ViaOeste	73	32	32	26
CCR SPVias	45	15	21	20
CCR RodoAnel	15	14	16	12
CCR NovaDutra	228	130	150	141
CCR RodoNorte	114	74	88	68
CCR MSVia	-	35	41	47
CCR ViaLagos	22	0	3	7
CCR ViaSul	-	-	33	48

**Note:** historical data has been updated due to a change in the calculation methodology and reclassification of accidents.

These rates have been monitored since 2010 through the Accident Reduction Plan (ARP), developed based on the guidelines of the "Decade of Road Safety" movement, proposed by the UN with the aim of reducing by 50% the number of deaths from road accidents by 2020.

To contribute to the evolution of these indicators, the CCR Group also conducts education campaigns to a safer traffic, carried out by the units themselves. Furthermore, the CCR Institute has the Paths to Citizenship program, present in 1,300 schools in three states, which works topics such as traffic safety and citizenship with children of public schools.

### Mobility

In subway systems, glass doors are installed separating the platform from the rails, the so-called platform doors. These automatic glass doors prevent users from accessing railway lines, besides avoiding objects falling on the line and other accidents.

They open automatically together with the train doors, which parks at the exact point of user's entry and exit, and contribute significantly to the reduction of accidents and interruptions in subway transport. In parallel, strategies implemented for passenger educational and guidance campaigns help to organize the flow at stations, prevent accidents and improve boarding and exiting trains, especially during rush hours.

There are also other actions, such as daily nebulization with dry-mist disinfection inside the trains. The product used eliminates coronavirus and also bacteria, with no risk to the health of passengers and no harm to the environment.



## Airports

At airports, priority risks related to operational safety include aircraft collisions with local fauna, especially birds. In this context, BH Airport has a Fauna Risk Management Program (FRMP), which is aimed at the prevention of aircraft and vehicle collisions with animals, contributing to the safety of air traffic.

## SAFETY FOR EMPLOYEES AND THIRD PARTIES

The technical knowledge and experience of employees working in the various administrative and operational areas is a great value for the CCR Group. For this reason, the group carries out several actions to expand its capacity to attract and retain talents and to promote employees to new challenges following the corporate strategy.

Currently, the People Management area works through specialists in human resources matters (remuneration, training, etc.), who work with corporate areas and units to identify the needs of each team, indicate the best solutions and support the resolution challenges with agility and in line with our internal policies and processes.

## Collective Bargaining Agreements GRI 102-41

### EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS

UNIT	2018		2019		2020	
	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE	NUMBER	PERCENTAGE
CCR NovaDutra <sup>1</sup>	1,289	96.48%	1,259	95.71%	1,169	96%
CCR ViaLagos	177	97.25%	180	95.56%	176	97%
CCR RodoNorte	564	95.76%	574	95.12%	631	95%
CCR AutoBAn	1,198	96.07%	1,173	95.82%	1,150	96%
CCR ViaOeste	748	96.14%	731	95.49%	721	95%
CCR RodoAnel	450	95.14%	474	97.68%	487	95%
CCR SPVias	669	95.98%	628	95.54%	609	96%
CCR MSVia	742	97.12%	722	96.68%	732	100%
CCR ViaSul	na	na	361	95.84%	693	98%
BH Airport	390	97.01%	348	96.55%	331	95%
ViaQuatro	1,138	94.83%	1,123	96.97%	977	96%
ViaMobilidade	991	96.49%	1,120	97.14%	1,064	98%
FiveTrilhos <sup>2</sup>	1	100.00%	1	100.00%	1	100%
CCR Barcas	837	95.55%	827	96.01%	790	96%
ATP <sup>3</sup>	1	100.00%	1	100.00%	1	100%
CCR Metrô Bahia	1,346	93.86%	1,255	95.46%	1,266	96%
CCR Holding (corporate offices)	123	98.40%	101	99.01%	108	83%
CCR Actua	304	94.12%	278	93.88%	280	96%
CCR Engelog	136	95.77%	133	95.49%	154	96%
CCR EngelogTec	358	96.50%	381	93.70%	399	97%
Samm	59	98.33%	59	96.61%	55	98%
Quicko	7	100.00%	23	100.00%	38	100%
CIIS	-	-	-	-	21	100%
VLT Carioca	-	-	-	-	395	95%
CCR Infra SP	-	-	-	-	22	100%
CCR LAM Vias	-	-	-	-	17	100%
CCR ViaCosteira	-	-	-	-	68	100%
SPCP	nd	nd	nd	nd	nd	nd
<b>CONSOLIDATED</b>	<b>11,528</b>	<b>95.79%</b>	<b>11,752</b>	<b>96.02%</b>	<b>12,355</b>	<b>96%</b>

#### Notes:

1. CCR NovaDutra data includes third parties.
2. Wholly-owned subsidiary company, therefore information from previous years are not applicable.
3. CCR Barcas subsidiary company; until 2017 it was presented in a consolidated manner in the unit numbers.

- In 2020, information about CIIS, VLT Carioca, CCR Infra SP, CCR LAM Vias, CCR ViaCosteira was included for report of the indicator.
- Correction in the sum of 2019.

## Employee performance evaluation

The employee performance evaluation process uses specific methodologies according to the different administrative and operational functions. The framework of professionals of the CCR Group is divided into three groups: Services Provision Group (SPG), Analysis and Management Group (AMG) and Assistants.

The purpose of the evaluation for SPG, which occurs every two years, is to measure individual performance, which will be used as a reference for planning development, the calculation of profit sharing and merit-based salary changes. For AMG and Assistants, the process aims to evaluate the performance in relation to the culture and organizational values, providing inputs for the development of training plans and planning succession. In addition, every year all new employees are submitted to a competence assessment upon completion of the experience period.

The evaluation and development cycle takes place in the same year. However, depending on the local context and strategy, each unit can request evaluations for its employees.

In 2020, 8,700 employees underwent a performance evaluation.





## Percentage of employees receiving regular performance and career development reviews

GRI 404-3

	2018	2019	2020		
	PERCENTAGE	PERCENTAGE	NUMBER OF EMPLOYEES EVALUATED	TOTAL NUMBER OF EMPLOYEES	PERCENTAGE
<b>EXECUTIVE BOARD</b>					
Men	-	-	0	40	0%
Women	-	-	0	8	0%
Total	88.68%	0%	0	48	0%
<b>MANAGERS</b>					
Men	-	-	0	82	0%
Women	-	-	0	30	0%
Total	84.54%	0%	0	112	0%
<b>COORDINATORS</b>					
Men	-	-	0	166	0%
Women	-	-	0	68	0%
Total	88.59%	0%	0	234	0%
<b>SUPERVISORS</b>					
Men	0%	-	239	286	84%
Women	0%	-	53	62	85%
Total	89.93%	16.41%	292	348	84%
<b>ADMINISTRATIVE</b>					
Men	0%	-	9	438	2%
Women	0%	-	16	334	5%
Total	86.53%	8.10%	25	772	3%
<b>OPERATIONAL</b>					
Men	-	0%	5,114	6,671	77%
Women	-	0%	3,346	4,170	80%
Total	85.90%	42.08%	8,460	10,841	78%
<b>APPRENTICES</b>					
Men	-	0%	0	156	0%
Women	-	0%	0	244	0%
Total	-	0%	0	400	0%
<b>INTERNS</b>					
Men	-	0%	0	24	0%
Women	-	0%	0	22	0%
Total	-	0%	0	46	0%
<b>TOTAL</b>					
<b>Total</b>	<b>82.49%</b>	<b>36.71%</b>	<b>8,777</b>	<b>12,801</b>	<b>69%</b>

### TOTAL BY GENDER

	2018		2019		2020	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
N° de employees evaluated	-	-	-	-	5,362	3,415
Total number of employees	-	-	-	-	7,863	4,938
Percentage	81.21%	84.67%	38.19%	34.22%	68.19%	69.16%

#### Notes:

- 1,236 employees dismissed afterwards were considered.
- ViaRio employees were not considered.

### People development GRI 404-2

The CCR Group invests in the development and continuous education of employees. The training programs include mandatory, technical, functional and strategic training. In 2020, the group offered more than 154 thousand hours of training, which represented an average of 12 hours per employee.

For employees of the Analysis and Management Group, the following actions were accomplished, all performed online, by live video conference:

- workshops on the new purpose - Giving Life to the New Purpose - for 300 leaders;
- training on Individual Development Plan (IDP) with encouragement to the practice of feedback to more than 200 leaders;
- training on the 9 Box methodology (Performance and Potential Evaluation) for about 300 leaders;
- Trainee Program (18 professionals), with technical, functional and behavioral training and mentoring;
- Counselor Training Program (IBGC - Brazilian Institute of Corporate Governance) for the four chairpersons of divisions;
- training on presentation techniques (Storytelling) for 50 executives of the group.

The New Journey (*Nova Jornada*) Program, which helps employees understand the moment of retirement, will start in 2021.



Average hours of training per year, per employee GRI 404-1

	2018		2019		2020	
	AVERAGE HOURS OF TRAINING/EMPLOYEE	AVERAGE HOURS OF TRAINING/EMPLOYEE	NUMBER OF TRAINING HOURS PROVIDED	NUMBER OF EMPLOYEES	AVERAGE HOURS OF TRAINING/EMPLOYEE	
<b>EXECUTIVE BOARD</b>						
Men	-	-	500	55	9	
Women	-	-	115	12	10	
Total	6.75	9.57	615	67	9	
<b>MANAGERS</b>						
Men	-	-	1,307	82	16	
Women	-	-	405	30	14	
Total	6.38	14.79	1,712	112	15	
<b>COORDINATORS</b>						
Men	-	-	2,403	166	14	
Women	-	-	1,287	68	19	
Total	10.80	24.34	3,689	234	16	
<b>SUPERVISORS</b>						
Men	-	-	5,023	286	18	
Women	-	-	994	62	16	
Total	27.01	24.56	6,017	348	17	
<b>ADMINISTRATIVE</b>						
Men	-	-	5,089	438	12	
Women	-	-	4,412	334	13	
Total	6.88	15.00	9,501	772	12	
<b>OPERATIONAL</b>						
Men	-	-	87,171	6,671	13	
Women	-	-	42,100	4,170	10	
Total	14.13	13.09	129,270	10,841	12	
<b>APPRENTICES</b>						
Men	-	-	1,330	156	9	
Women	-	-	2,199	244	9	
Total	9.41	9.41	3,529	400	9	
<b>INTERNS</b>						
Men	-	-	204	21	10	
Women	-	-	390	24	16	
Total	9.27	20.01	594	45	13	
<b>TOTAL</b>						
<b>Total</b>	<b>13.27</b>	<b>13.61</b>	<b>154,927</b>	<b>12,819</b>	<b>12</b>	

## Total by Gender

	2018		2019		2020	
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Number of training hours provided	-	-	-	-	103,025	51,902
Number of employees	-	-	-	-	7,875	4,944
Average hours of training/employee	16.85	7.20	14.67	11.83	13.08	10.50

## Notes:

- 1,236 employees dismissed afterwards were considered.
- ViaRio, Renovias, CPC Aeroportos employees were not considered.
- Does not include governance bodies.

Employee Compensation GRI 102-35

As part of the corporate governance review, the incentives and processes that support the management of employee compensation were redefined, without changing the merit policy and the total amount allocated.

Annual total compensation ratio GRI 102-38

	2018	2019	2020
<b>RATIO OF TOTAL ANNUAL BASE SALARY</b>			
A. Total annual base salary of the highest paid employee (R\$)	R\$ 1,265,273.00	R\$ 1,714,705.20	R\$ 1,560,000.00
B. Average total annual base salary of other employees	R\$ 36,742.14	R\$ 35,535.16	R\$ 37,715.25
Proportion - times (A/B)	34	48	41





**Diversity** GRI 405-1

For the CCR Group, embracing diversity means offering equal opportunities to all people, so that everyone exercises their right to seek their personal fulfillment, according to their own beliefs and aspirations. For this reason, the group invests in building an environment in which everyone can be what they are and feel safe to develop their potential and fulfill their expectations.

The objective of the CCR Group is to have a team of employees that is representative of society, offering opportunities for full development to all, taking into account their singularities. To this end, it seeks to promote diversity in processes related to people management, such as hiring, development, promotion and remuneration.

To raise consciousness about the importance of diversity for the group, several awareness actions were carried out, such as the Diversity Week and Black Awareness Day, with lectures and debates. About 2 thousand employees actively participated.

GRI 406-1 In 2020, five reports of discrimination were recorded to the Ethics Line. Two were finalized as unfounded; one was considered valid and two are still under ongoing investigation. One of the actions defined was the application of training about a positive work environment and diversity, given by the Compliance area.

As for gender classification, the CCR Group's workforce has a higher proportion of men (7,875) than women (4,944). The average remuneration of women also represents 69.4% of that of men.

In 2021, progress will be made in managing diversity with the census, the elaboration of the group's strategy and the advanced monitoring of indicators. As priority guidelines, the group will have programs with the following topics: gender, ethnicity, LGBTQI +, generational diversity and people with disabilities.

**Information on employees and other workers** GRI 102-8

BRAZIL GÊNERO	2020	
	MALE	FEMALE
<b>GOVERNANCE BODIES</b>		
Contract – Full-time	0	0
Part-time	15	4
Total Employees	15	4
<b>DIRECTORS</b>		
Contract - Full-time	40	8
Part-time	0	0
Total Employees	40	8
<b>MANAGERS</b>		
Contract - Full-time	81	30
Part-time	1	0
Total Employees	82	30
<b>COORDINATORS</b>		
Contract - Full-time	153	67
Part-time	13	1
Total Employees	166	68
<b>SUPERVISORS</b>		
Contract - Full-time	286	62
Part-time	0	0
Total Employees	286	62
<b>ADMINISTRATIVE</b>		
Contract - Full-time	435	332
Part-time	3	2
Total Employees	438	334
<b>OPERATIONAL</b>		
Contract - Full-time	6,575	4,129
Part-time	96	41
Total Employees	6,671	4,170
<b>APPRENTICES</b>		
Contract - Full-time	48	77
Part-time	108	167
Total Apprentices	156	244
<b>INTERNS</b>		
Contract - Full-time	13	20
Part-time	8	4
Total Interns	21	24
<b>NOT EMPLOYED WORKERS (OUTSOURCE)</b>		
Permanent Activity	0	0
Service in Projects	0	0
Total Service Providers	0	0
<b>GENERAL</b>		
Internal	7,875	4,944
Service Providers	0	0
<b>Total</b>	<b>7,875</b>	<b>4,944</b>

**Notes:**

- Due to the updating of the information template, the indicator does not present historical data.



Information on employees and other workers GRI 102-8

MIDWEST			2020			NORTHEAST			2020			SOUTHEAST			2020			SOUTH			2020			
GENDER			MALE	FEMALE	GENDER			MALE	FEMALE	GENDER			MALE	FEMALE	GENDER			MALE	FEMALE	GENDER			MALE	FEMALE
<b>GOVERNANCE BODIES</b>																								
Contract - Full-time			0	0	Contract - Full-time			0	0	Contract - Full-time			0	0	Contract - Full-time			0	0	Contract - Full-time			0	0
Part-time			0	0	Part-time			0	0	Part-time			15	4	Part-time			0	0	Part-time			0	0
Total Own			0	0	Total Own			0	0	Total Own			15	4	Total Own			0	0	Total Own			0	0
<b>DIRECTORS</b>																								
Contract - Full-time			1	0	Contract - Full-time			2	0	Contract - Full-time			36	7	Contract - Full-time			1	1	Contract - Full-time			1	1
Part-time			0	0	Part-time			0	0	Part-time			0	0	Part-time			0	0	Part-time			0	0
Total Own			1	0	Total Own			2	0	Total Own			36	7	Total Own			1	1	Total Own			1	1
<b>MANAGERS</b>																								
Contract - Full-time			2	0	Contract - Full-time			6	0	Contract - Full-time			71	26	Contract - Full-time			2	4	Contract - Full-time			2	4
Part-time			0	0	Part-time			0	0	Part-time			1	0	Part-time			0	0	Part-time			0	0
Total Own			2	0	Total Own			6	0	Total Own			72	26	Total Own			2	4	Total Own			2	4
<b>COORDINATORS</b>																								
Contract - Full-time			6	3	Contract - Full-time			16	5	Contract - Full-time			115	53	Contract - Full-time			16	6	Contract - Full-time			16	6
Part-time			1	0	Part-time			0	0	Part-time			11	0	Part-time			1	1	Part-time			1	1
Total Own			7	3	Total Own			16	5	Total Own			126	53	Total Own			17	7	Total Own			17	7
<b>SUPERVISORS</b>																								
Contract - Full-time			16	4	Contract - Full-time			39	7	Contract - Full-time			197	48	Contract - Full-time			34	3	Contract - Full-time			34	3
Part-time			0	0	Part-time			0	0	Part-time			0	0	Part-time			0	0	Part-time			0	0
Total Own			16	4	Total Own			39	7	Total Own			197	48	Total Own			34	3	Total Own			34	3
<b>ADMINISTRATIVE</b>																								
Contract - Full-time			11	8	Contract - Full-time			17	17	Contract - Full-time			371	291	Contract - Full-time			36	16	Contract - Full-time			36	16
Part-time			0	0	Part-time			0	0	Part-time			3	1	Part-time			0	1	Part-time			0	1
Total Own			11	8	Total Own			17	17	Total Own			374	292	Total Own			36	17	Total Own			36	17
<b>OPERATIONAL</b>																								
Contract - Full-time			381	299	Contract - Full-time			876	226	Contract - Full-time			4,716	2,936	Contract - Full-time			602	668	Contract - Full-time			602	668
Part-time			0	0	Part-time			35	20	Part-time			61	21	Part-time			0	0	Part-time			0	0
Total Own			381	299	Total Own			911	246	Total Own			4,777	2,957	Total Own			602	668	Total Own			602	668
<b>APPRENTICES</b>																								
Contract - Full-time			0	0	Contract - Full-time			2	2	Contract - Full-time			40	53	Contract - Full-time			6	22	Contract - Full-time			6	22
Part-time			0	0	Part-time			38	10	Part-time			65	145	Part-time			5	12	Part-time			5	12
Total Apprentices			0	0	Total Apprentices			40	12	Total Apprentices			105	198	Total Apprentices			11	34	Total Apprentices			11	34
<b>INTERNS</b>																								
Contract - Full-time			0	0	Contract - Full-time			1	0	Contract - Full-time			12	20	Contract - Full-time			0	0	Contract - Full-time			0	0
Part-time			0	0	Part-time			0	0	Part-time			8	4	Part-time			0	0	Part-time			0	0
Total Interns			0	0	Total Interns			1	0	Total Interns			20	24	Total Interns			0	0	Total Interns			0	0
<b>NOT EMPLOYED WORKERS (OUTSOURCE)</b>																								
Permanent Activity			0	0	Permanent Activity			0	0	Permanent Activity			0	0	Permanent Activity			0	0	Permanent Activity			0	0
Project Services			0	0	Project Services			0	0	Project Services			0	0	Project Services			0	0	Project Services			0	0
Total Service Providers			0	0	Total Service Providers			0	0	Total Service Providers			0	0	Total Service Providers			0	0	Total Service Providers			0	0
<b>GENERAL</b>																								
Internal			418	314	Internal			1,032	287	Internal			5,722	3,609	Internal			703	734	Internal			703	734
Service providers			0	0	Service providers			0	0	Service providers			0	0	Service providers			0	0	Service providers			0	0
<b>Total</b>			<b>418</b>	<b>314</b>	<b>Total</b>			<b>1,032</b>	<b>287</b>	<b>Total</b>			<b>5,722</b>	<b>3,609</b>	<b>Total</b>			<b>703</b>	<b>734</b>	<b>Total</b>			<b>703</b>	<b>734</b>

**Notes:**

- Due to the updating of the information template, the indicator does not present historical data.
- Information from not employed (outsourced) workers is not available.



**Diversity of governance bodies and employees** GRI 405-1

CCR GROUP				
	2018	2019	2020	
Total individuals who integrate the CCR Group			12,819	100%
<b>GENDER</b>				
Men	54.43%	45.90%	7,875	61.43%
Women	45.57%	54.10%	4,944	38.57%
<b>AGE</b>				
			<b>MEN</b>	<b>WOMEN</b>
Under 30 years old			2,307 18.00%	2,111 16.47%
30-50 years old			4,753 37.08%	2,574 20.08%
Over 50 years old			815 6.36%	259 2.02%
<b>OTHER INDICATORS OF DIVERSITY</b>				
			<b>MEN</b>	<b>WOMEN</b>
People with Disabilities (PCD)			230 1.79%	156 1.22%

- Notes:**
- Due to the updating of the information template, the indicator does not present historical data
  - Information on black employees not available in the period.
  - Read more information on diversity management within the CCR Group on page 51 of this Report.

**Ratio of basic salary and remuneration of women to men** GRI 405-2

	2018	2019	2020
Executive board	69.0%	72.9%	73.9%
Managers	85.0%	88.9%	86.6%
Coordinators	98.0%	106.7%	100.9%
Supervisors	102.0%	104.5%	106.7%
Administrative	72.0%	87.8%	89.1%
Operational	67.0%	73.1%	72.4%
Apprentices	95.0%	100.8%	100.4%
Interns	101.0%	99.6%	102.0%
<b>Total</b>	<b>66.0%</b>	<b>68.1%</b>	<b>69.4%</b>

Note: the total calculation is based on weighted average.

**CUSTOMERS** GRI 102-6

**Customer satisfaction assessment**

The quality of services is monitored by means of customer satisfaction surveys, carried out in all modes. On roads, the evaluation is conducted by the Datafolha Institute, one of the most recognized research institutions in Brazil. In the airports division, this assessment is performed by the Federal Government, through the Passenger Satisfaction Survey, the results of which are released quarterly.

Mobility concessions, on the other hand, measure customer satisfaction using indicators that monitor waiting times, cleaning of equipment and punctuality of services. However, these indicators cannot be released for regulatory reasons. Direct contacts from customers with the group through channels such as email, phone and SMS also are used

as a reference to assess service quality and establish improvement plans.

The group also provides ombudsperson services at all dealerships, by calling 0800, to handle all customer complaints, requests and suggestions.

In 2019, the institutional reputation monitoring program began. The organization monitors the corporate reputation to identify the materialization of its purpose and opportunities for improvement, so that its performance contributes to the development of a mobility infrastructure with excellence, security and efficiency.





## SUPPLIERS

### Supplier management GRI 102-9

The CCR Group's relationship with its suppliers is based on ethics and the adoption of best governance practices, pursuant to the guidelines of the Code of Ethical Conduct and the Clean Group Policy.

The group's purchases and contracts are managed by the GBS (Global Business Services) area. All standard drafts include termination clauses in the face of evidence of forced, slave or child labor, as well as health and safety aspects. The categories of priority suppliers (advisory services, brokers, works and conservation) and medium risk (software development, project companies, law firms, marketing, communication and events, NGOs and philanthropic institutions) are subject to due diligence processes.

In 2020, the group maintained a relationship with more than 5,000 suppliers in all regions of the country and abroad.

NUMBER OF SUPPLIERS BY REGION	2018	2019	2020
Brazil	5,599	5,493	5,007
Midwest	330	314	268
Northeast	479	347	305
North	3	2	0
Southeast	4,327	4,116	3,742
South	460	714	692
Abroad	98	107	87
<b>Total</b>	<b>5,697</b>	<b>5,600</b>	<b>5,094</b>

### GRI 412-3

SIGNIFICANT INVESTMENT AGREEMENTS AND CONTRACTS	2018		2019		2020	
	TOTAL	%	TOTAL	%	TOTAL	%
Total number of investment agreements and contracts that include human rights clauses	71	100.00%	21	100.00%	29	100.00%

#### Notes:

- Significant investment contracts are those signed with related parties or third parties whose value exceeds R\$ 20 million and whose approval depends on a resolution by the Board of Directors.
- For the periods indicated, there were no significant contracts submitted to human rights assessment.

## COMMUNITY AND SOCIETY

The CCR Group considers the interaction with the communities of the cities served by its concessions to be important factors for the construction of a solid group committed to the development of the country, providing communication channels for direct service to customers. In addition, the business units constantly monitor the relationship with neighboring cities and surrounding communities, always being open to dialogue and the resolution of issues.

The CCR Institute has an important role in implementing the group's social responsibility. In 2020, it carried out 39 projects that benefited the population of 115 municipalities. The initiatives impacted about 2.5 million people. The direct investments made by the CCR Institute in campaigns and in the Paths to Citizenship and Road to Health projects amounted to more than R \$ 2.9 million.

### Operations with local community engagement, impact assessments, and development programs

#### GRI 413-1

	2018		2019		2020	
	TOTAL	%	TOTAL	%	TOTAL	%
Total number of operations	21		21		21	
Operations with programs to assess local impacts and/or community engagement and development	20	95.2%	19	90.5%	19	90.48%

#### SOCIAL INVESTMENT OF THE CCR GROUP

	2020
Direct investment CCR Institute (R\$ thousand)	R\$2,932,825
Direct investment CCR (R\$ thousand)	R\$16,462,323
Incentive investment management ICCR (R\$ thousand)	R\$8,667,759
Incentive investment Renovias (R\$ thousand)	R\$1,654,042
Impacted people	2,566,976
Number of executed projects	39
Number of benefited municipalities	115

#### Notes:

- Direct investment Instituto CCR: own projects, campaigns, Education Partners, CECA and Flipelô.
- Direct investment CCR: Solidary Christmas (*Natal Solidário*), Pantanal Fires (*Queimadas no Pantanal*), Covid-19 Actions, Wakanda, Empreende Ai (entrepreneurship project), Sesc-RJ Flamengo Project and others.
- Approximate numbers, awaiting audit of the Financial Statement data.
- Beginning in 2020, Renovias' incentive investments began to be disclosed in this report.



### Emergency actions – Covid-19

Since the beginning of the Covid-19 pandemic, attentive to its developments and impacts on business and on its stakeholders, in particular employees, customers and communities, all business units have been mobilized to adopt measures to combat the spread of coronavirus, in order to preserve the health and safety of all.

A crisis committee was established to manage the actions resulting from the pandemic. This committee defined the new health protocols in order to provide safety for employees and all customers. The performance of the committee was essential for the rapid and accurate dissemination of the necessary information for preservation care of life. In this first stage, individual protection materials were purchased for employees exposed in their workplaces and products to ensure the prophylaxis of environments used by customers.

Other important measures were campaigns for internal and external audiences, in addition to a constant routine of employee guidance through lectures on platforms that allowed virtual meetings.

With agility and diligence, the CCR Group adopted the home office regime for several areas, without affecting the productivity of its operations or compromising its service level.

All of these actions allowed the group to efficiently manage the operations of its units and guarantee not only the provision of the infrastructure service, but also protection for employees, communities and customers.

For the employees and their dependents, an Integrated Health Management channel was made available, with telephone medical assistance, available 24 hours, for clarification of doubts by the Occupational Health team, in addition to online lectures on coronavirus with doctors in the group. Other measures adopted for this public were the home leave monitored for employees who presented cough, fever or lack of air, and home isolation for seven days for all who returned from international travel, always under the supervision of the Occupational Health team. Safety items were also distributed to all units.

Additionally, the group carried out several support actions for truck drivers - one of the publics most affected by the pandemic and essential for maintaining the supply of food, medicines and supplies for medical care. By the end of 2020, 51 thousand medical appointments had been provided, 53 thousand meal and bath vouchers had been delivered, more than 557 thousand food and hygiene items had been distributed to truck drivers and 59.5 thousand truck cabins had been disinfected. Furthermore, 438 telemedicine consultations were carried out in communities of São Paulo (Capão Redondo and Paraisópolis).

The CCR Group continues to monitor the effects of the pandemic on its business and the audiences with which it relates. In this way, it has maintained all measures for the preservation of lives and business, always presenting the evolution of the pandemic's impact on the group to its shareholders and the market. The group believes that transparency and accountability are essential to maintain the solidness required for the full resumption of operations.





# OS MOVIMENTOS DAS CIDADES

SP | 2020 | apoio CCR



## • The Movements of Cities

"The Movements of Cities" brings a different and surprising approach to the cities of São Paulo. Leaving aside assumptions and prejudices, it highlights unexpected and dazzling characteristics of each of these cities. See the videos of this initiative at: [https://www.youtube.com/playlist?list=PL\\_t0w6bxMYwR-P7CtfMIWnVblGdFteL\\_F](https://www.youtube.com/playlist?list=PL_t0w6bxMYwR-P7CtfMIWnVblGdFteL_F).

## históriasdadutra

CCR Nova Dutra 25 anos.

### • Histories about Dutra

Via Dutra is completing 70 years. And 25 CCR has been of that history for 25 years so far. To celebrate this milestone, Histories about Dutra (*Histórias da Dutra*) was launched, a collection of experiences that show how the highway evolved and connected with the history of people in its 402 km. To learn about Dutra's stories and legacy, visit: <https://www.historiasdadutra.com.br/25-anos-de-dutra/>. See the videos of this initiative at: [https://www.youtube.com/playlist?list=PL\\_t0w6bxMYwS3MPH0JAN5TRZrVYbSc0eK](https://www.youtube.com/playlist?list=PL_t0w6bxMYwS3MPH0JAN5TRZrVYbSc0eK).

## Histórias da Dutra

Em 2021, a concessão da Rodovia Pres. Dutra completa 25 anos. Para comemorar, uma equipe de jornalistas reuniu histórias de pessoas que vivem, trabalham e circulam pela rodovia.

Histórias como a do Toninho da Pamonha, o Rei da Pamonha, e a do Davó, um entusiasta da cultura tropeira. Conheça todas elas agora mesmo: [historiasdadutra.com.br](http://historiasdadutra.com.br)



Colabore com a organização do fluxo para garantir que todos cheguem ao seu destino.

ViaQuatro



### • History of Carnival

To meet the increased demand during the Carnival period, in 2020 ViaQuatro and ViaMobilidade implemented a special strategy that ensured fast, comfortable and safe transportation for the revelers who used the line to enjoy the traditional street blocks in the city of São Paulo. Educational videos and audio messages were broadcast inside the trains and stations and employees wearing a T-shirt with the phrase "I help you, reveler" provided guidance to passengers.



• **Purpose and Culture virtual event**

More than 1,200 people accessed the website to follow the Purpose and Culture CCR event, held to present the group's new purpose, Live your Journey (*Viva Seu Caminho*), to employees and external partners.



• **Diversity Week**

The kick-off of the Diversity Program at CCR was the Diversity Week event. Three lives were held during the week with speakers who addressed basic concepts on the topic: the rapper, singer and composer Emicida, the diversity specialist Cris Kerr and the professor of sustainability management Reinaldo Bulgarelli. About 1,300 people were connected in the three days of lectures.



• **Hackaton Truckers**

In 2020, the CCR Group held the 1st edition of Hackaton Truckdrivers, an open competition to the public about projects that improve the quality of life of these professionals who are essential for the country. The initiative recorded more than 7 thousand subscribers and 300 projects delivered. The participants had access to content lives and over 390 hours of mentoring.







## GOVERNANCE PERFORMANCE **G**

The growth and diversification of the CCR Group's businesses with responsibility, ethics and sustainability depend on the adoption and implementation of policies, processes and clear and efficient internal regulations, supported by a solid and robust corporate governance, capable of providing transparency and traceability to its strategic decisions. A structure with these characteristics provides the security necessary for decisions to be taken at an appropriate pace and for all professionals to know how to act in order to preserve the institutional reputation, protect assets and increase customer satisfaction.

In view of market changes, increased competition and the identification of opportunities driven by innovation and new digital relationship tools, the group has carried out the renovation of its entire governance model.

The main milestone of this change was the implementation of a new decision-making process, which redefined the levels of

evaluation, discussion and final direction of all critical decisions for CCR Group's businesses. More than simply establishing limits and approval levels for investments and values, the new process determines that essential issues, with the possibility of impacting financial strength, reputation, relationship with the public and other relevant aspects, shall be evaluated in a collegiate way by the leaders. The decision flow is fully traceable, as it is registered in corporate systems.

The system of remuneration and goals for employees has also been redesigned, based on internationally recognized methodologies. In force since January 2020, it intends to make this important employee recognition tool more transparent and directed towards business growth. In the new system, in order to achieve the goals, set in the Profit Sharing (PS) offer, the alignment of the employee with the skills and values of the corporate culture is also considered (see more about remuneration on page 23).

The governance renewal process was consolidated in 2020 with the amendment to the Bylaws of CCR S.A, which took place at the beginning of the year, and with the new CEO inauguration,

finalizing the succession process of the highest position of the Executive Board. Furthermore, the Vice-Presidency of Corporate Management, body previously responsible for all corporate, administrative and operational processes of the group, had its activities redistributed with the objective of horizontalizing its structure and optimizing business management. The People and Management area was also created to give greater focus to talent development in the Group.

The CCR Group also carried out a review of the assumptions of donations and sponsorships, for the continuous improvement of processes and traceability and transparency in the use of the group's social investment. The result was an investment strategy that, supported by the valorization of culture and education, is even more connected to the group's purpose of satisfying customers and improving the quality of the service provided.

In 2021, improvements are expected to be made on the decision-making process to make it even more efficient and less bureaucratic.



## RISK AND PROCESS MANAGEMENT

GRI 102-11 | GRI 102-15 | GRI 102-17 | GRI 205-1 | GRI 205-2 | GRI 205-3

With the consolidation of the Corporate Risk Management area, the CCR Group has defined a consolidated corporate risk matrix, the heatmap, which indicates the priority risks for which the group must define and implement action plans in order to promote mitigation or minimization. Matrices were also prepared for each of the group's divisions (CCR LAM Vias, CCR Infra SP, CCR Mobilidade and CCR Aeroportos), in addition to an approach to Central Management, which encompasses CCR Holding and GBS.

The risk map was developed based on multidisciplinary discussions involving the group's managers. Corporate risks include those related to Compliance issues, such as conflicts of interest, non-compliance with policies and standards, non-adherence to national and international anti-corruption laws, fraud and acts of corruption, as well as environmental, health and safety risks, based on impacts to financial, operational, regulatory and reputational matters. All these aspects were evaluated with the involvement of the Risk Management and Compliance areas, in order to establish mitigation measures and respective implementation deadlines.

The risk vision is set at corporate level and is applicable to 100% of the CCR Group. However, to enable more detailed risks and mitigation actions, 12 units were selected for the assessments, which represent 57% of the operations: Corporate Center, CCR AutoBan, CCR RodoNorte, ViaQuatro, BH Airport, CCR NovaDutra, CCR Barcas, CCR ViaLagos, ViaRio, CCR Engellog, CCR Actua and CCR EngellogTec.

The corporate risk matrix is constantly updated, as with the parameters for identifying and treating these risks, enabling management to be dynamic and meet the needs generated by changes in the market and legislation and the new demands of society, through digital systems designed to record internal controls and management of protection flows against risks, implemented between 2019 and 2020. Risks are monitored jointly with the areas in charge of the action plans.

The group also carries out constant communication and training to employees so that the risk management culture is internalized and practiced in all areas and units. In 2020, 9,711 people received training on anti-corruption policies and procedures, and 9,414 were communicated about the topic, among which there are 2,798 group partners (see tables below).

### Operations assessed for risks related to corruption

GRI 205-1

ASSESSMENT OF RISKS RELATED TO CORRUPTION	2018		2019		2020	
	TOTAL	%	TOTAL	%	TOTAL	%
Total number of operations			21	100.00%	21	100.00%
Total number and percentage of operations assessed for risks related to corruption	0.00%		12	57.00%	12	57%
Total number of operations subject to risk assessments	-		12	57.00%	12	57%





## Communication and training about anti-corruption policies and procedures GRI 205-2

	2018	2019	2020
<b>REGION</b>	<b>BOARD MEMBERS COMMUNICATED ON THE ANTI-CORRUPTION GUIDELINES</b>		
	Total number	8	0
	Percentage	44%	0%
	<b>BOARD MEMBERS TRAINED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	0	0
	Percentage	0%	0%
	<b>STRATEGIC BUSINESS PARTNERS COMMUNICATED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number		2,798
	Percentage		100.00%
	<b>NON-STRATEGIC BUSINESS PARTNERS COMMUNICATED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number		2,798
	Percentage		100.00%
	<b>COMMUNICATED</b>		
<b>REGION</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	<b>BOARD MEMBERS COMMUNICATED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	30	38
	Percentage		79%
	<b>MANAGERS COMMUNICATED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	68	74
	Percentage		66%
	<b>COORDINATORS COMMUNICATED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	137	173
	Percentage		74%
	<b>SUPERVISORS COMMUNICATED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	220	217
	Percentage		62%
	<b>ADMINISTRATIVE EMPLOYEES COMMUNICATED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	499	600
	Percentage		78%
	<b>OPERATIONAL EMPLOYEES COMMUNICATED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	7,515	8,057
	Percentage		74%
	<b>APPRENTICES COMMUNICATED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	275	212
	Percentage		53%
	<b>INTERNS COMMUNICATED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	57	43
	Percentage		96%

	2018	2019	2020
<b>TRAINED</b>	<b>2018</b>		
<b>REGION</b>	<b>DIRECTORS TRAINED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	5	56
	Percentage		117%
	<b>MANAGERS TRAINED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	22	95
	Percentage		85%
	<b>COORDINATORS TRAINED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	7	202
	Percentage		86%
	<b>SUPERVISORS TRAINED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	0	284
	Percentage		82%
	<b>ADMINISTRATIVE EMPLOYEES TRAINED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	41	670
	Percentage		87%
	<b>OPERATIONAL EMPLOYEES TRAINED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	7	8,129
	Percentage		75%
	<b>APPRENTICES TRAINED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	0	238
	Percentage		60%
	<b>INTERNS TRAINED ON ANTI-CORRUPTION GUIDELINES</b>		
	Total number	0	37
	Percentage		82%

### Notes:

- The data includes 517 employees who were subsequently dismissed from the CCR Group.
- Employees belonging to BH Airport, ViaRio, VLT Carioca, ViaQuatro, ViaMobilidade, Renovias and Quicko units were not considered, because the CCR Group's Compliance program is being analyzed by the units' partners via governance.
- Employees who were on leave of absence or on maternity leave were not considered.
- In the Board Members group, tax advisers or members of the units that need approval by the partners (ViaRio and BH Airport) were not considered. Board members were invited to take the training in the 4th quarter of 2020.



In 2020, a thematic agenda of bimonthly reports was approved for monitoring risks by the Risks and Reputation Committee, covering 25 topics, including those related to Compliance, environment, health and safety. During the year, five reports were made to the Executive Board and the Risk and Reputation Committee about priority corporate risks, involving topics such as Engineering Structures, Changes in the Regulatory Environment, Integrity and Compliance and Contractual Responsibilities.

The first topic was Integrity and Compliance, which addresses the risks related to corruption. The purpose of this report was to present the assessment of the identified risks (impact x probability), to promote discussions on the main treatment measures adopted by the CCR Group to mitigate risks and on the current status of corporate risk indicators (KRI's), besides, if necessary, recommending the development of additional action plans.

### Compliance Training

In 2020, the Compliance area developed training with general guidelines for each type of audience (operational and administrative) of the CCR Group. The main topics covered for the operational public were: human rights and the workplace; health, work safety and the environment; corporate social responsibility; donations and sponsorships; conflicts of interest; fight against corruption; interaction with public agents; relationship with third parties and customers; confidential channel; Compliance Program; and Code of Ethical Conduct, among others.

In the training for the administrative public, which also included directors, managers, supervisors and coordinators, in addition to several of the topics already mentioned, subjects such as the Clean Company and the Anti-corruption Act were addressed; third party risk assessment (due diligence); consequence management/disciplinary measures; bullying; Compliance culture; and affiliation management with classes, associations, unions and the like, among others.

Due to the pandemic, training was provided online to all employees.

### Mandatory Compliance Training - Online



9,462

TOTAL ELIGIBLE  
EMPLOYEES

6,998

EMPLOYEES THAT  
COMPLETED THE GENERAL  
COMPLIANCE TRAINING -  
ADMINISTRATOR (GAME)

2,232

EMPLOYEES THAT  
COMPLETED THE  
GENERAL COMPLIANCE  
TRAINING -  
ADMINISTRATOR

9,230

TOTAL EMPLOYEES  
WHO HAVE ALREADY  
COMPLETED TRAINING

**Note:** the numbers presented here do not include the following units: ViaMobilidade, ViaQuatro, ViaRio, VLT Carioca, Quicko, Renovias, Aeroportos and FiveTrilhos

### Management of the Confidential Channel

Procedures to investigate non-compliance are conducted by the Compliance area, with due care to avoid embarrassment to the manager or employee in relation to the other group professionals, customers, partners and/or suppliers. If it is found and corroborated that there was a violation of the rules, policies and/or guidelines of the CCR Group, disciplinary measures shall be imposed, which may include: training, reduction of variable remuneration (PLR), verbal warning (witnessed by a team member of People Management and recorded in the disciplinary process), written warning (recorded), suspension or termination (without or with just cause).

Cases reported via the Confidential Channel are handled by the Commission for the Study and Application of Disciplinary Measures (CSADM), which analyzes and studies the content of complaints and/or occurrences and decides whether or not to apply disciplinary measures to those involved. Ruled by its own Internal Regulations and applicable law, its purpose is to evaluate and study the content of complaints and/or occurrences reported to the Confidential Channel, deciding, on a case-by-case basis, whether or not to impose disciplinary measures to those involved.

The CSADM instituted by the CCR Group is part of the set of procedures that ensure the prompt interruption of irregularities or infractions detected and the remediation of the resulting damages that come to the notice of the Confidential Channel. CSADM's objective is to promote a Compliance Culture and adherence to the Code of Ethical Conduct, mitigating risks and preventing corruption and money laundering. Among its duties, in addition to dealing with complaints reported to the Confidential Channel and ensure non-retaliation against whistleblowers, the Commission is responsible for



assessing the occurrence of situations that configure or can configure conflict of interest, whether or not reported by employees, and to deliberate on the respective applicable measures; and monitor the prevention and combat against corruption and money laundering and the implementation of related measures.

The group also systematically conducts training, updating workshops and communication campaigns, with the objective of engaging everyone in the Compliance culture. This represents the creation of intellectual capital and an important differential for the cooperation in consortia and for the management shared across different operations.

In 2020, pursuant to Law No. 13.165/2015, the CCR Group companies did not make political donations. In that year, the group also remained in a regular situation in accordance with the rules provided for in Law 12.846/13, without confirmed records of corruption cases.

However, according to the Material Fact of November 29, 2018 (available on the CCR RI website), CCR S.A. and other subsidiaries entered into a Self-Composition Agreement (from the Civil Inquiry no. 14.0695.0000295/2018) with São Paulo State Public Prosecutor's Office, which is confidential and has been approved by São Paulo State Courts. CCR S.A. has undertaken to pay the amount of R\$ 81,53 million, the first installment of which was paid on March 1<sup>st</sup>, 2019 and the second installment on March 1<sup>st</sup>, 2020. According to a Material Fact of July 18, 2019, the State of São Paulo filed, on July 15, 2019, an appeal against the homologation of the Self-Composition Agreement, a fact that took place at the end of 2019.

According to the Material Fact of June 3, 2019 (available on the

CCR IR website), the subsidiary of CCR S.A, CCR RodoNorte – Concessionaire de Rodovias Integradas S.A., entered into a Leniency Agreement with the Federal Public Ministry - Attorney's Office in Paraná, which will later be forwarded for judicial approval, for which CCR RodoNorte committed to (a) pay the amount of R\$ 35,000,000.00 (thirty-five million reais) as a fine provided for in the Improbability Law, as well as (i) paying R \$ 350,000,000.00 (three hundred and fifty million reais), to reduce by 30% (thirty percent) the toll fee in favor of customers of all toll plazas operated by it for at least 12 (twelve) months or until the depreciated amount is reached and (ii) execute works on the roads it operates in the total amount of R \$ 365,000,000.00 (three hundred and sixty-five million reais); and (b) submit to an external Compliance monitoring process under the terms contracted therein. The Leniency Agreement was entered into under the scope of PA No. 1.25.000.004899/2018-42, conducted by the Federal Public Ministry, whose purpose was to investigate, among other issues, certain facts involving the group and some of its subsidiaries.

### Non-compliance with laws and regulations in the socioeconomic area GRI 419-1

#### SIGNIFICANT NON-MONETARY FINES AND SANCTIONS FOR NON-COMPLIANCE WITH LAWS AND/OR REGULATIONS IN THE SOCIAL AND ECONOMIC AREA

UNIT	2019	2020
	FINES   TOTAL AMOUNT (R\$)	FINES   TOTAL AMOUNT (R\$)
CCR RodoAnel	R\$ 933,839.59	R\$ 93,441.13
CCR ViaOeste	R\$ 863,229.96	R\$ 519,423.60
CCR MSVia	R\$ 460,422.61	R\$ 712,564.51
CCR AutoBAn	R\$ 306,199.60	R\$ 57,802.65
BH Airport	R\$ 17,301.25	R\$ 107,218.90
CCR NovaDutra		R\$ 243,656.00
CCR SPVias		R\$ 77,913.54
CCR Barcas		R\$ 243,825.38
<b>TOTAL</b>	<b>R\$ 2,580,993.01</b>	<b>R\$ 2,055,845.71</b>

#### Notes:

- Historical data for 2018 is not available.
- Non-monetary sanctions are in the text.

### Sustainability management

In 2020, the Communication and Sustainability Department underwent a restructuring process and became responsible for developing the group's ESG strategy, as well as monitoring the implementation of this strategy and the CCR Group's public commitments.

The area coordinates the implementation of the ESG strategy in business divisions and the data management for reporting to stakeholders. It is also responsible for the evolution of rates and reports and promotes the training of leadership and employees for ESG topics.

In 2021, the area will proceed with the joint construction of a new sustainability strategy with the business divisions, through educational workshops and the development of the new materiality matrix of the CCR Group. The final result, after being approved by the Executive Board and the Board of Directors, will serve as a basis for the development of technical studies with the objective of defining the goals and public commitments of the group and establishing the indicators that will be monitored.







# ESG HIGHLIGHTS





## ENVIRONMENTAL SOCIAL GOVERNANCE

ASPECT	MATERIALITY	TOPIC	INDICATOR	2018	2019	2020	OBSERVATIONS
E	Climate Changes		CDP Score - Carbon Disclosure Project	A	A	A	In the last three years, we have achieved the maximum score, a performance that has allowed us to integrate, since 2018, the Climate Change List, which recognizes organizations considered a world reference in transparency and management of the Climate Change topic.
			B3 Carbon Efficient Index ICO2	🟢	🟢	🟢	In 2020, the CCR Group, for the tenth consecutive year, integrates the efficient carbon ICO2 index prepared by B3. To learn more, visit the <a href="#">ICO2 B3 website</a> .
			GRI 305-1 1Direct emissions (scope 1) (GHG)	61,711 (tCO2e)	55,562 (tCO2e)	60,026 (tCO2e)	In 2020, operations were reduced due to the pandemic, but there was an increase in the number of equivalent CO2 tons as a result of the full operation of CCR ViaSul being included in this measurement. In addition, CCR RodoNorte underwent construction work in 2020, generating 38% of the group's total emissions (see more on page 36 of this report).
			GRI 305-2 Indirect emissions (scope 2) (GHG)	18,074 (tCO2e)	25,777 (tCO2e)	19,379 (tCO2e)	The Mobility division, responsible for 81% of the emissions derived from the purchase of energy (scope 2), reduced its activities and opening hours due to the pandemic (see more on page 36 of this report).
			GRI 305 -3 Other indirect emissions (scope 3) (GHG)	707,407 (tCO2e)	690,139 (tCO2e)	254,453 (tCO2e)	BH Airport contributed with 84% of scope 3 emissions in 2019. In 2020, there was a big reduction in emissions as a result of the decrease in aircraft fuel sales (see more on page 36 of this report).
			GRI 302-1 Energy consumption within the organization - total	1,493,888 (GJ)	1,878,850 (GJ)	1,795,280 (GJ)	
			GRI 302-1 Consumption of non-renewable sources (Fuels)	559,057 (GJ)	608,667 (GJ)	625,012 (GJ)	There was a reduction in total energy consumption in the units comparing 2019 and 2020, due to the pandemic. In 2020, we saw an increase in electricity consumption compared to 2018 as a result of the entry of the ViaMobilidade unit in 2020, which is also why there was an increase in the consumption of fuels from non-renewable sources (see more on page 36 of this report).
			GRI 302-1 Consumption of renewable sources (Fuels)	33,427 (GJ)	34,202 (GJ)	30,805 (GJ)	
			GRI 302-1 Electricity	901,399 (GJ)	1,235,979 (GJ)	1,139,463 (GJ)	
			GRI 302-4 Reduction of energy consumption	ND	1,396 (GJ)	19,250 (GJ)	Since 2018, energy reduction projects have been implemented with the use of LED lightning systems. In 2020, 27 toll plazas on roads began to use renewable energy from the free energy market. Other projects, such as the use of photovoltaic plants, reported in the item below, complement the reduction projects (see more on page 35 of this report).
	Solar farms - Photovoltaic plants installed in the year	NA	2	6	For more information on photovoltaic plants, see p. 35 of this report.		
	Operational eco-efficiency	Energy Matrix	GRI 306-3 Total waste generated	124,433 (ton)	91,876 (ton)	207,286 (ton)	
			GRI 306-3 Waste generated - non-hazardous	123,509 (ton)	90,993 (ton)	206,580 (ton)	
			GRI 306-3 Waste generated - hazardous	924 (ton)	883 (ton)	706 (ton)	
			GRI 306-5 Waste directed to final disposal	24,178 (ton)	87,235 (ton)	202,565 (ton)	In 2020, there was a change in the volume conversion methodology for organic waste directed to landfill, to kg. This change had a significant impact on the mass of waste generated, mainly at the ViaMobilidade and ViaQuatro units. For more information, see p. 38 of this report.
			GRI 306-5 Waste directed to final disposal - non-hazardous	23,850 (ton)	86,966 (ton)	202,282 (ton)	
			GRI 306-5 Waste directed to final disposal - hazardous	328 (ton)	268 (ton)	283 (ton)	





## ENVIRONMENTAL SOCIAL GOVERNANCE

ASPECT	MATERIALITY	TOPIC	INDICATOR	2018	2019	2020	OBSERVATIONS
S	Relationship with stakeholders and development of the regions where it operates	Social Investment	GRI 413-1 Operations with local community engagement, impact assessments, and development programs	95%	90%	90%	The main social responsibility actions are carried out by the CCR Institute. The projects that stand out are: Paths to Citizenship and Road to Health (see more on page 29 of this report). In 2020, the CCR Institute invested in actions against Covid-19 (see more on page 55 of this report). The direct investment of the CCR Institute corresponds to the projects: Solidary Christmas (Natal Solidário), Fire in Pantanal (Burning in the Pantanal), Covid-19 Actions, Wakanda, Empreende Ai (entrepreneurship project), SESC RJ Flamengo Project and others (see more on page 29 of this report).
			GRI 413-1 Number of municipalities served	154	152	115	
			GRI 413-1 Total managed investments	30,125,000 (R\$)	16,619,000 (R\$)	29,716,948 (R\$)	
			GRI 413-1 Investment in own projects	5,446,000 (R\$)	2,764,000 (R\$)	19,395,147 (R\$)	
			GRI 413-1 Incentive investment managed	24,679,000 (R\$)	13,855,000 (R\$)	10,321,800 (R\$)	
			GRI 413-1 People impacted by projects	2.7 million	1.2 million	2.5 million	
	Qualification of human capital	People Management	GRI 404-1 Average hours of training per year, per employee	13.27	13.61	12	Portfolio of 45 online courses. There are 19 online courses for the development of behavioral skills; 8 contents focused on the "Covid-19" and also 8 online content and 8 training sessions provided via Teams/Zoom about Compliance. (See more on p. 49 of this report).
			GRI 404-1 Total training hours	159,706.00	160,279.00	154,927	
		Diversity	GRI 404-3 Percentage of employees receiving regular performance and career development reviews	82.49%	36.71%	69%	In 2018 and 2019, evaluations were carried out by group of employees asynchronously. In 2020, the evaluation and development cycle was adjusted so that all employees were evaluated.
			GRI 102-8 Number of employees	12,035	12,220	12,819	
Safety Operation	Health and Safety	GRI 102-8 Percentage of women	37.10%	37.30%	38.55%	For more information on this topic, see p. 51 of this report.	
		GRI 405-1 Women on the Executive Board	9.43%	13.51%	16.67%		
	Road Safety	GRI 405-1 Women in management positions	19.59%	18.37%	26.19%		
		GRI 403-9 Work-related injuries	180	207	192		
Service Quality	Road Safety	GRI 403-10 Work-related ill health	0	0	0	For more information on this topic, see p. 43 of this report.	
		Number of accidents	23,031	25,139	22,847		
	Roads	Accident rate	0.848	0.794	0.796	The comparison values still take into account the base year of 2010, being monitored through the Accident Reduction Plan (ARP), based on the guidelines of the Decade of Road Safety movement, proposed by the UN (see more on page 47 of this report).	
		Roads		80%	78.50%	N/A	In 2020, the DataFolha Institute did not conduct road user's satisfaction surveys due to the pandemic.
		BH Airport		4.61	4.57	4.45	In 2020, the Ministry of Infrastructure carried out the National Passenger Satisfaction Survey and Airport Performance in the 1 <sup>st</sup> quarter only.





## ENVIRONMENTAL SOCIAL GOVERNANCE

ASPECT	MATERIALITY	TOPIC	INDICATOR	2018	2019	2020	OBSERVATIONS
	<b>Governance and Ethical Conduct</b>	<b>Ethics and Corruption</b>	GRI 205-1 Operations assessed for risks related to corruption	29%	57%	57%	For more information on this topic, see p. 59 of this report.
			GRI 205-2 Employees trained on anti-corruption guidelines	0.1%	0.1%	76%	The 2020 increase is mainly the result of the relaunch of the Compliance Program Committee, which provides for the mandatory training on the main guidelines of standards, policies and codes for all employees (see more on page 59 of this report).
			GRI 419-1 Non-compliance with laws and regulations in the social and economic area	1,370,682 (R\$)	2,580,993 (R\$)	2,055,854 (R\$)	Consequence of the penalties imposed by the granting authority.
			Third Party Risk Assessments (third party due diligences)	1,509	2,608	3,006	
			General Compliance Training for administrative employees	ND	82	9,650	See more information in the Ethics and Compliance item on p. 25.
			Events - Confidential Channel (handled and finalized)	156	208	213	
<b>ECONOMIC AND FINANCIAL ASPECTS</b>							
	<b>Business economic strategy and performance</b>	<b>Sustainability</b>	B3 ISE (Corporate Sustainability Index)				For the tenth consecutive year, CCR is included in B3 Corporate Sustainability Index (ISE) (see more on page 70 of this report).
			<b>MSCI Score</b>	BB	BB	BB	To define the score, the MSCI considers the following aspects: Corporate Governance (29% contribution); Biodiversity (21% contribution); Corruption and Instability (29% contribution); and Health and Safety (21% contribution).
		<b>Economic Performance</b>	GRI 102-7 Net income	R\$ 782.7 million	R\$ 1.4 billion	R\$ 86 million	See more information on these items in the chapter on Economic and Financial Performance, p. 34. of this report.
			GRI 102-7 Net revenue	R\$ 8.1 billion	R\$ 9.5 billion	R\$ 8.9 billion	
			GRI 102-7 Adjusted EBITDA	R\$ 4.07 billion	R\$ 5.8 billion	R\$ 4.7 billion	
GRI 203-1 Investments in infrastructure and services support	R\$ 2.1 billion	R\$ 1.7 billion	R\$ 1.5 billion	The concessionaires that invested the most were ViaSul, RodoNorte and ViaCosteira, representing, respectively, 21.1%, 16.4%, 9.7% of the total of the fiscal year. In ViaSul, disbursements were made for pavement recovery, acquisition of equipment and signaling, mostly. RodoNorte's investments focused on duplication and restoration works in multiple stretches. ViaCosteira's investments were concentrated in the initial works of the concession, mainly in the implementation of (i) 4 toll plazas, (ii) pavement recovery and (iii) general conservation.			



# ESG HIGHLIGHTS PROJECTS

There are many CCR Group ESG programs, which are core elements in assessing the group's sustainability and social impact. ESG factors also help to assess positive performance in long-term results. The highlighted initiatives endorse the group's strategy of generating value for its stakeholders by contributing to the development of operations and communities. Social projects bring differentiation to people's management, as well as reinforce CCR's commitment to innovation applied to its programs. In the environment, the use of technology stands out with a focus on energy matrix and circular economy. In governance, we highlight the necessary progress in training people in compliance for the planned growth of the group.





# \ 2020 AWARDS





### LEADER OF THE YEAR - GROUND SUPPORT WORLDWIDE

Awarded to Dana Perry, vice president of operations for TAS, an airport service provider in the United States. It is the main international award in the aviation sector.

### THE BEST OF DINHEIRO MAGAZINE- EDITORA TRÊS/ ISTOÉ PUBLISHING COMPANY

1<sup>st</sup> place in the Transport Services sector ranking, with the best performance in managing Sustainability, Human Resources, Innovation and Quality, Responsibility and Corporate Governance.

### CDP CONNECTION

Score A on Climate Change, which places the CCR Group among the global leaders in combating the effects of global warming.

### BROADCAST EMPRESAS – AGÊNCIA ESTADO

3<sup>rd</sup> place in the ranking of Brazilian open corporations with the best results.

### METRO-RAILWAY TECHNOLOGY & DEVELOPMENT AWARD - ANPTRILHOS AND CBTU

Winner in category 1, for CCR EngeMob team, with the case Benefits of a Computer Simulation for the Railroad System.

### INOVAINFRA AWARD – O EMPREITEIRO MAGAZINE

Awarded to CCR ViaOeste, in partnership with CCR Engellog, in the Roads/Concessionaires category, with the innovation case addressing the use of drones.

### BLUE ECOLOGICAL FLAG FOR THE PROMOTION OF HYGIENE

Granted to Juan Santamaría Airport, in Costa Rica, managed by the Aeris concessionaire, for promoting sanitary safety measures.

### ARTESP AWARDS:

- **Category: The Concessionaire of the Year**

CCR ViaOeste won the Concessionaire of the Year Award for the second time - the group had already won the 3<sup>rd</sup> edition of the dispute, in 2016.

- **Category: Highway Improvements**

CCR ViaOeste (1<sup>st</sup>), CCR AutoBAn (3<sup>rd</sup>) and Renovias (4<sup>th</sup>).

- **Category: User Choice**

CCR SPVias (1<sup>st</sup>), CCR ViaOeste (3<sup>rd</sup>), CCR RodoAnel (4<sup>th</sup>) and Renovias (5<sup>th</sup>)

- **Category: Relationship with Society**

CCR ViaOeste (3<sup>rd</sup>), CCR SPVias (4<sup>th</sup>) and Renovias (5<sup>th</sup>)

- **Category: Road Safety**

CCR ViaOeste (5<sup>th</sup>)

- **Category: Efficiency of Operational Services**

CCR RodoAnel (3<sup>rd</sup>)

- **Category: Innovation**

CCR SPVias (3<sup>rd</sup>) and CCR AutoBAn (4<sup>th</sup>)







### ICO2 2020

For the 10<sup>th</sup> consecutive year, CCR was included in B3's Carbon Efficient Index portfolio (ICO2).

### ISE 2020

CCR Group integrates ISE (corporate Sustainability Index) portfolio for the 10<sup>th</sup> consecutive time.

### 100+ INNOVATIVE IT USE

CCR Group in 3<sup>rd</sup> place with the inscription of the Industry 4.0 case to Belo Horizonte Industrial Airport.

### BRAZIL INNOVATION VALUE

CCR Group in 4<sup>th</sup> place in the Infrastructure category. The research evaluates the innovation practices of companies operating in Brazil in different economic activities.

### 360° ÉPOCA AWARD

CCR Group in 105<sup>th</sup> place among the 334 participants, and a 5<sup>th</sup> general place in Corporate Governance.

### PARANA CLIMATE SEAL

CCR RodoNorte, for the 6<sup>th</sup> consecutive year, is one of the companies contemplated with the Paraná Climate Seal, 2020 edition, with other 45 companies.

### BEST AND BIGGEST OF EXAME MAGAZINE

CCR Group in 3<sup>rd</sup> place in the infrastructure ranking; 3<sup>rd</sup> place among the most profitable; 14<sup>th</sup> among the highest margins on sales; 378<sup>th</sup> place among the 500 largest in sales.

### GREATEST TRANSPORT & BEST TRANSPORT

ViaMobilidade was elected the Best Passenger Railroad Transportation Operator in Brazil.

### OAG ON-TIME PERFORMANCE

BH Airport is among the 10 most on time Brazilian airports worldwide, according to the annual report of OAG, a company that evaluates world aviation.

### LATIN AMERICA BEST WORKPLACES

AERIS was elected as one of the 50 best companies to work for and recognized by Latin America Best Workplaces.

### SKYTRAX WORLD AIRPORT AWARD

Quiport becomes the only airport in the Americas to obtain a 5-star Airport certification.

### BH AIRPORT AWARDS

1<sup>st</sup> place in customer satisfaction (SAC Survey) – category over 10 million passengers.

2<sup>nd</sup> place in the ranking of ANAC Sustainable Aerodromes award.





# MAJOR CHALLENGES AND OPPORTUNITIES FOR 2021

GRI 102-15



The CCR Group's perspectives are fixed on three points: strategic ambition; how to move forward even further in caring for people and how, in this context, to make corporate culture increasingly solid, with a focus on governance and a committed management.

These topics are directly related to sustainability, which brings us to ESG and the centrality of stakeholders, also considering value generation for shareholders. The group is clear that assuming stakeholder-oriented strategies will lead to results for the whole society. And that taking care of people is learning together: whether with customers and employees, or interacting with the market and shareholders. It is a gear that puts us in tune to create the best result for everyone. And that implies respect for diversity and valuing inclusion.

The CCR Group, market leader in infrastructure management, values highly the productive chain that the sector means for the economy, for its capillarity and the direct and indirect benefits that it creates. Careful management of the risks arising from this framework indicates that the group must always incur the lowest environmental cost and the pursuit of the greatest social return.

Putting the next steps in perspective, the CCR Group is ready to be competitive in the necessary progress of Brazil's infrastructure. Governments invest 4% of GDP only to keep the infrastructure running. Today we invest in new contract works that are no more than a fifth of GDP. This demonstrates the potential investment needed for Brazil to grow and become competitive.

The public project agenda is set and the CCR Group has a solid balance sheet, a conscious budget and appetite for more subway, road and airport concessions. That places CCR Group in a transition to a new growth cycle. The group's governance model has advanced a lot in the last three years and today it is possible to state that the organizational culture places ethical integrity as a non-negotiable value. The CCR Group will seek to improve the legacy of its more than 20 years and set the right objectives, because only them make it possible to define achievable goals that stimulate learning and the continuous value creation. This is what the group is committed to for the next cycle.







## ABOUT THIS REPORT

GRI 102-45 | GRI 102-48 | GRI 102-49 | GRI 102-50 | GRI 102-51 | GRI 102-52 | GRI 102-54 | GRI 102-56

This 15<sup>th</sup> edition of the CCR Group Annual Report, approved by the Board of Directors in accordance with the Bylaws, is aligned with the Integrated Reporting framework, proposed by the International Integrated Reporting Council (IIRC), which the group, as a pioneer, has been adopting since 2013. To present its performance indicators in ESG practices (environmental, social and governance), the company uses the Sustainability Reporting Guidelines of the Global Reporting Initiative - GRI Standards: Core option.

Reported data is verified by KPMG, an external audit group (for more information, see the Assurance on page 79). For each data, when applicable, it is highlighted the republished information that differs from those reported in previous years. In 2020, there was no change in the scope and limit of material topics. Regarding the GRI, only an update has been made to the latest standards of GRI 303 (2018), GRI 306 (2020) and GRI 403 (2018) indicators; with respect to the Integrated Reporting framework, there was no data or information omissions.

Information related to GRI disclosure items cover operations in Brazil with operational Group control: CCR NovaDutra, CCR ViaLagos, CCR RodoNorte, CCR AutoBAn, CCR ViaOeste, CCR RodoAnel, CCR SPVias, CCR MSVia, CCR ViaSul, BH Airport, ViaQuatro, ViaMobilidade, CCR Barcas, CCR Metrô Bahia, CCR S.A., CCR Actua, CPC (CCR Engelog and CCR EngelogTec), offices in Rio de Janeiro and Brasília, and Samm. Disclosure items related to the workforce (102-8, 102-38, 102-41, 205-2, 403-2, 403-3, 404-1, 404-2, 404-3, 405-1, and 405-2) also comprehend CCR NovaDutra's third parties and the entities SPCP, ATP, FiveTrilhos and Toronto. Financial disclosure items only (102-7, 201-1 and 203-1) have the same scope of the consolidated financial statements of the CCR Group, contemplating, in addition to the entities listed above, the legal entities CCR España, MTH, CIIS, CCR Infra SP, CCR LAM Vias, CCR Mobility, CCR Ponte, Inovap 5, CCR España Emprendimientos, Alba Concessions, Alba Participations, Aeris Holding, Aeropuertos, Desarrollos, Terminal, CCR Costa Rica, IBSA Finance, IBSA, Green Airports, CCR Costa Rica, SJO Holding, CAP, CARE, CAI, CPA, SPAC, CIP, CCR USA and TAS.

The Annual Report is published once a year by the CCR Group. This edition covers the period from January 1st to December 31, 2020. The most recent prior edition, referring to 2019, was published in March 2020.

To enable synergy with other corporate transparency mechanisms and access to information for all stakeholders of the CCR Group, this report is complemented by an online version and an executive summary in PDF, which contributes to a quicker reading about the major achievements, learnings and perspectives of the group.





# GRI CONTENT INDEX

GRI 102-55



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<sup>1</sup> GRI 201-1: Indicator partially reported. The detailed operating cost is available in the Group's Financial Statements, available at:

<http://ri.ccr.com.br/divulgacao-e-resultados/central-de-resultados/>

<sup>2</sup> GRI G4 A08 Regarding the resettlement of communities, in 2020 there was no action in this regard around BH Airport. The Environmental Impact Study and the respective Environmental Impact Report (EIA-RIMA) for this project is still under technical analysis by the environmental agencies and is awaiting release. As soon as they are approved for execution, the expansion works will take place in the municipalities of Lagoa Santa and Confins and will, in the future, demand the expropriation of a small area currently outside the airport site.

• Regarding the GRI, there were no data or information omissions.



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# INDEPENDENT AUDITOR'S REPORT



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## Limited assurance report issued by independent auditors

To the Board of Directors and Shareholders of  
**CCR S.A.**  
São Paulo - SP

### Introduction

We were engaged by CCR S.A. ("CCR" or "Company") to apply limited assurance procedures on the sustainability information disclosed in CCR's Annual Report 2020 ("Report"), in the accompanying information to this report related to the period ended December 31, 2020.

### Responsibilities of CCR's Management

The Management of CCR is responsible for adequately preparing and presenting the sustainability information in the Annual Report 2020 in accordance with both the Standards for Sustainability Report of Global Reporting Initiative – GRI, with Orientation CPC (Brazilian Accounting Pronouncements Commite) 09 - Integrated Report (which is correlated with the Basic Conceptual Framework of the Integrated Report prepared by the International Integrated Reporting Council - IIRC), and the internal controls determined necessary to ensure this information is free from material misstatement, resulting from fraud or error.

### Independent auditors' responsibility

Our responsibility is to express a conclusion about the information in the Report based on a limited assurance engagement conducted in accordance with Technical Communication (TC) 07/2012, which was prepared based on NBC TO 3000 (Assurance Engagements Other Than Audits and Reviews), both issued by the Brazilian Federal Accounting Council - CFC equivalent to international standard ISAE 3000, issued by the International Federation of Accountants and applicable to Non-Financial Historical Information. These standards require compliance with ethical requirements, including independence ones, and the engagement is also conducted to provide limited assurance that the information disclosed in the Report, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) consists mainly of questions and interviews with the Management of CCR and other professionals of the Company involved in the preparation of the information disclosed in the Report and use of analytical procedures to obtain evidence that enables us to reach a limited assurance conclusion about the sustainability information taken as a whole. A limited assurance engagement also requires additional procedures when the independent



auditor acknowledges issues which may lead them to believe that the information disclosed in the Report taken as a whole could present material misstatement.

The selected procedures were based on our understanding of the issues related to the compilation, materiality and presentation of the information disclosed in the Report, on other engagement circumstances and also on our considerations regarding areas and processes associated with material sustainability information disclosed where relevant misstatement could exist. The procedures consisted of:

- a. engagement planning: considering the material aspects for CCR's activities, the relevance of the information disclosed, the amount of quantitative and qualitative information and the operational systems and internal controls that served as a basis for preparation of the information in the CCR's Report. This analysis defined the indicators to be checked in details;
- b. understanding and analysis of disclosed information related to material aspects management;
- c. analysis of preparation processes of the Report and its structure and content, based on the Principles of Content and Quality of the *Standards* for sustainability report of the Global Reporting Initiative - GRI (GRI - Standards) and with Orientation CPC (Brazilian Accounting Pronouncements Commite) 09 - Integrated Report (which is correlated with the Basic Conceptual Framework for Integrated Report, prepared by the The International Integrated Reporting Council (IIRC));
- d. evaluation of non-financial indicators selected:
  - understanding of the calculation methodology and procedures for the compilation of indicators through interviews with management responsible for data preparation;
  - application of analytical procedures regarding data and interviews for qualitative information and their correlation with indicators disclosed in the Report;
  - analysis of evidence supporting the disclosed information;
- e. analysis of whether the performance indicators omission and justification are reasonable to be accepted associated to aspects and topics defined as material in the materiality analysis of the Company.
- f. comparison of financial indicators with the financial statements and/or accounting records.

We believe that the information, evidence and results we have obtained are sufficient and appropriate to provide a basis for our limited assurance conclusion.

### Scope and limitations

The procedures applied to a limited assurance engagement are substantially less extensive than those applied to a reasonable assurance engagement. Therefore, we cannot provide reasonable assurance that we are aware of all the issues that would have been identified in a reasonable assurance engagement, which aims to issue an opinion. If we had conducted a reasonable assurance engagement, we may have identified other issues and possible misstatements within the information presented in the Report.



Nonfinancial data is subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate or estimate these data. Qualitative interpretation of the data's materiality, relevance and accuracy are subject to individual assumptions and judgments. Additionally, we have not examined data related to prior periods, to evaluate the adequacy of policies, practices and sustainability performance, nor future projections.

### Conclusion

Based on the procedures performed, described in this report, we have not identified any relevant information that leads us to believe that the information in CCR's Annual Report 2020 is not fairly stated in all material aspects in accordance with the Standards for Sustainability Report of Global Reporting Initiative - GRI (GRI- Standards) with Orientation CPC (Brazilian Accounting Pronouncements Commite) 09 – Integrated Report (which is correlated with the Basic Conceptual Framework for Integrated Report prepared by the International Integrated Reporting Council – IIRC), and with the records and files that served as the basis for its preparation.

São Paulo, March 03<sup>rd</sup>, 2021

KPMG Auditores Independentes  
CRC 2SP014428/O-6  
*Original report in Portuguese signed by*  
Sebastian Yoshizato Soares  
Accountant CRC 1SP257710/O-4





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## CREDITS

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### General Coordination

CCR Group Sustainability  
and Communication Team

### Photos

Digna Imagem - Clóvis Ferreira, CCR  
Collection and Adobe Stock

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