

# Annual report 2021



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# Message from the CEO

The recovery of the oil and gas industry in 2021, driven by the rise in Brent prices in the second half of the year, exceeded expectations and led to the resumption of new projects and contracts in the upstream segment. There was a recovery in the demand and business opportunities for exploration and production services, platform maintenance, and FPSO operation, as well as in the decommissioning segment.

At Ocyan, this recovery became a reality in the re-contracting of assets, in the conquest of new

clients and projects, and in positive financial and operational results. The Norbe VIII and Norbe IX drilling rigs were re-contracted by Petrobras, while the Norbe VI was contracted by PetroRio. We also won two offshore maintenance contracts.

In this positive scenario, the company achieved a net revenue of R\$3.1 billion and an EBITDA of R\$2.1 billion. These results are above what we had planned, considering the impacts of COVID-19 in early 2021, when vaccination had not yet started.



**Roberto Bischoff**  
CEO of Ocyan

The pandemic accelerated the transformation process of the oil and gas industry. The demand for energy continues to grow, while society's demand for innovative solutions to the climate issue is also increasing. Ocyan is aware of the importance of this process of change and has the ambition to become one of the major agents of transformation in the sector.

One of the main actions in this direction was the creation of the Innovation and New Business Department, which is dedicated to the search, evaluation, experimentation and implementation of solutions that lead to the reduction of emissions in our activities. The area, based on the strategy of incorporating new technologies and interacting with startups and other companies in the innovation ecosystem, will seek to accelerate new business models that support our customers in the energy transition currently taking place, as well as opportunities for operational improvements for our business segments.

In addition to climate change, other topics on the sustainability agenda are already incorporated into Ocyan's governance. In 2021, we incorporated the ESG vision into our business strategy, assuming short-, medium- and long-term commitments that address environmental, social and corporate governance issues. With this strategy, we set goals and promote projects to promote safety, diversity and inclusion, partnerships with local communities, environmental protection, and the development of members.

This evolution consolidates an integrated vision of sustainability, which already existed and characterized Ocyan's culture. Since 2016, the company has been a signatory to the Global Compact, one of the main initiatives of the United Nations (UN) to promote the engagement of organizations around universal principles on human rights, decent labor practices, preservation of the environment, and anti-corruption actions.

In early 2022, due to external circumstances triggered by the conflict between Russia and the Ukraine, the price of oil reached even higher levels and accelerated the perception of the importance of diversifying the energy matrix. This context reinforces the importance of the Brazilian pre-salt, which has attractive reserves and fields even in lower price scenarios.

With responsibility and focus on safety and operational excellence, Ocyan is prepared for new opportunities in the sector. We will continue on the path of growth, seeking to contribute to sustainable development, with an ethical, integral and transparent performance towards customers, members, suppliers, and society as a whole.

**Roberto Bischoff**  
CEO of Ocyan

Since 2016, we have been signatories to the Global Compact and have maintained an integrated view on sustainability



# About the Report

Ocyan's Annual Report strengthens our transparency and commitment to accountability to our stakeholders and civil society. Prepared annually since 2013, this publication follows global best practices in corporate sustainability reporting. The information is collected alongside our business and support areas and is approved by the Board.

This Report has been prepared in accordance with the GRI Standards: Essential option. The data cover the period from January 1 to December 31, 2021. Ocyan S.A. is responsible for the operational control of the Altera&Ocyan joint venture, and therefore, the joint venture's operational performance, safety, environment and financial data are

incorporated into the Report. The Financial Statements are audited by a third party and consolidate all direct and indirect subsidiaries of Ocyan S.A. There was no significant change in the scope and coverage of the Report in relation to the previous edition.

We continually seek to improve our reporting practices, and for that purpose, we have an open channel for receiving questions and suggestions on the content of the Annual Report. Any contribution can be sent on our website: [www.ocyan-sa.com/en/contact/message](http://www.ocyan-sa.com/en/contact/message). In the same context, we plan to adopt the new GRI Universal Standards and the GRI 11 sector: Oil and Gas Sector, launched at the end of 2021, for the preparation of the next edition of this publication, relating to our performance in 2022.




# Material topics

Our materiality matrix is periodically updated in order to reflect the most relevant topics for our stakeholders' decision-making process and which best represent the impacts associated with our business model and corporate strategy. The most recent update process was conducted in 2020, with the engagement of our leadership and different audiences via an online questionnaire.

Over 180 representatives were invited to the consultation, including shareholders, directors, members, customers, suppliers, entities, government organizations, and financial market professionals. The update process of the materiality matrix also involved the analysis of internal documents, benchmarking, press releases, and international trend reports.

Consequently, we identified nine priority topics and five relevant topics, which guided the prioritization of GRI content for reporting and the preparation of the Annual Report 2021.

 **For more information** on the 2020 materiality process and results by stakeholder group, please refer to pages 55 to 59 of Ocyan's Annual Report 2020.





Our  
**COMPANY**

We at Ocyan are committed to excellence, safety and innovation in the oil and gas sector. We offer our clients – the operators of offshore oil fields – solutions for well drilling, operation of production platforms, construction and decommissioning of subsea infrastructure, and maintenance and services for offshore operations.

With administrative headquarters in Rio de Janeiro and an office in Austria, we serve companies operating in the upstream oil and gas industry both in Brazil and overseas. We also have two logistical support bases, located in the cities of Macaé, in the state of Rio de Janeiro (RJ) and Itajaí, in the state of Santa Catarina (SC), as well as an administrative structure in the city of Santos, São Paulo (SP) at the client's premises.

Drilling activities are carried out using four drillships and a semi-submersible platform. With this fleet, we are able to operate in areas with water depths of up to 3,000 meters, such as the Brazilian pre-salt region.

In the offshore production segment, we have two FPSOs – Pioneiro de Libra and Cidade de Itajaí. These platforms are operated by the joint venture established with Norway-based Altera Infrastructure and called Altera&Ocyan.



# Purpose

Excellence pursuing the energy that boosts the world.

# Values

## Safety first

We take all the necessary actions to preserve the life of our members and of the whole environment.

## Trustworthy partnership

We are committed to our customers, we deliver everything we promise. This is how we build a trust relationship.

## Commitment to society

We act with ethics and transparency. We know the importance of acting in a sustainable way for the development of humanity.

# Our Personality

We are transparent.  
We have technical capacity.  
We are determined.

# Our Target

Upstream oil and gas companies that looks for a partner with strategic vision and technical capacity to propose excellence solutions that will boost your business.



# Our business

Oil prices started to recover in 2021, reflecting the resumption of economic activities with the start of vaccination against COVID-19 around the world. Exploration and production activities were resumed, with an increase in the demand for projects to contract drilling rigs, maintenance and operation services for FPSOs, and subsea construction and decommissioning projects.

In our company, this recovery materialized in the re-contracting of rigs and entry of new clients into our portfolio. We ended 2021 with all five drilling rigs and the two FPSOs of the Altera&Ocyan joint venture allocated in contracts.

The Norbe VIII drillship was re-contracted by Petrobras for activities related to the Libra Field, in the Santos Basin. The agreement has a firm term of 425 days, which may be extended for a maximum period of 1,080 days. In June 2021, we also signed the Norbe IX charter and services

agreement with Petrobras, for a firm term of 1,095 days from the start of operations, in January 2022. The Norbe VI rig was contracted by PetroRio, for a firm period of 500 days, which may be extended for a maximum period of 350 days, to carry out the revitalization of Campo do Frade and the development of Campo de Wahoo.

We also signed two new agreements with Petrobras for maintenance activities and offshore services. The first one, intended for the Merluza and Mexilhão platforms (in the Santos Basin), came into force in February 2021, is valid for three years and is renewable for another two years. The other, started at the end of the year, covers construction and assembly services for ten platforms in the Campos Basin and is valid for three years. Both agreements also provide for additional periods of continuity.



**Norbe VIII**  
drillship re-contracted  
for the Libra Field

**Norbe IX**  
drillship re-contracted  
by Petrobras

**Norbe VI**  
rig contracted by  
PetroRio

**2 new  
service  
agreements  
with Petrobras**

**100%  
of the fleet  
contracted**



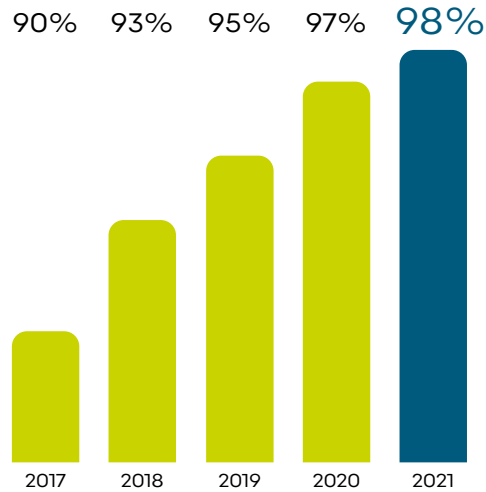
# Operating and financial results

## OFFSHORE DRILLING



**98%**

average operational uptime\* in the year for the set of 5 Ocyan rigs (this indicator measures the operational availability of the fleet during the year)



AVERAGE OPERATIONAL UPTIME\*

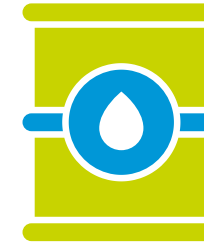
\* Does not consider docking performed.

## OFFSHORE PRODUCTION

Cidade de Itajaí FPSO

**13,500 barrels**

of oil/day (average productivity), with a capacity to produce up to 80,000 barrels



**32,500 barrels**

of oil/day (average productivity), with a capacity to produce up to 50,000 barrels

Pioneiro de Libra FPSO

**97.9%**  
operational uptime

**99%**  
operational uptime

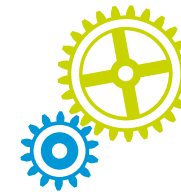
## OFFSHORE MAINTENANCE AND SERVICES



**800**

professionals hired to support the operation's growth and new contracts

**2 million**  
man-hours worked



**2 production**

stops carried out

**2 million**

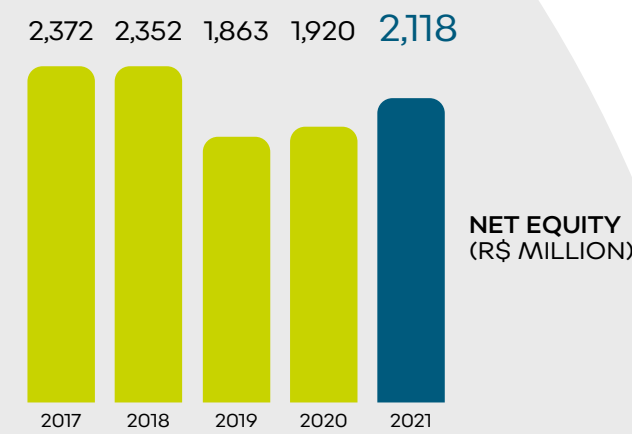
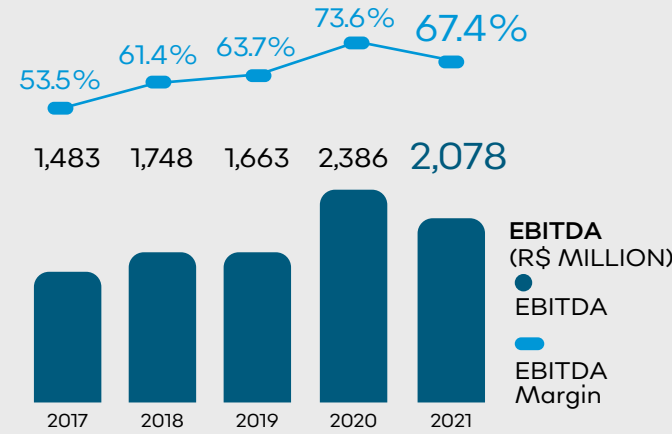
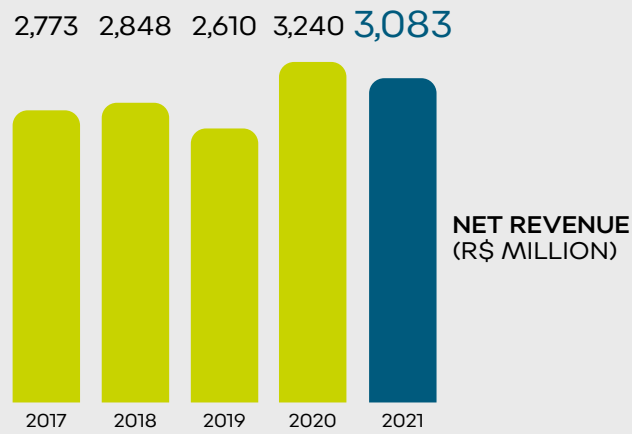
meters of scaffolding assembled



**2,000 metric tons**

of pipes and structures assembled on board at sea

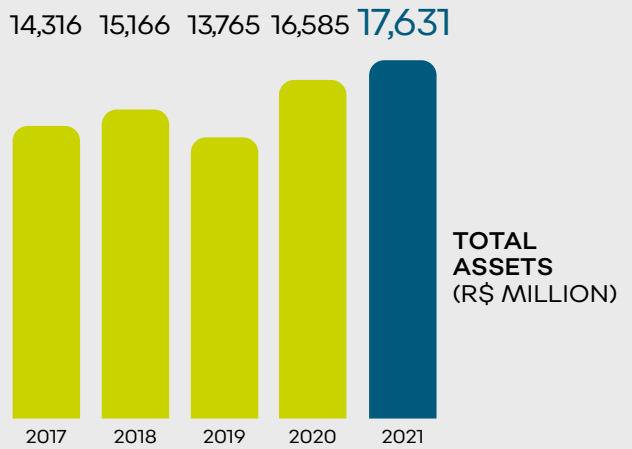
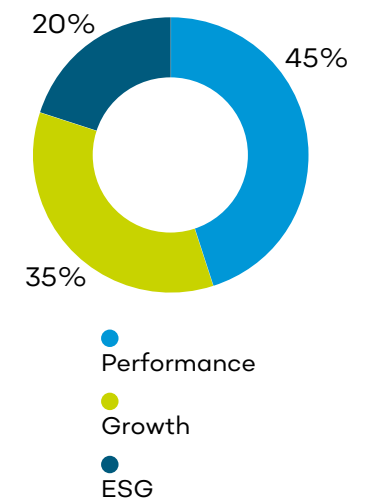




## OUR GOALS FOR 2022

Each year, our company sets goals for business growth, improving operational performance and ESG management. These goals make up the CEO's Action Program (AP) and are deployed to leaders and areas, integrating the projects developed with the corporate strategic objectives.

### COMPOSITION OF OCYAN GOALS FOR 2022



VALUE-ADDED STATEMENT – MAIN LINES (CONSOLIDATED – R\$ MILLION)					
	2021	2020	2019	2018	2017
Revenue <sup>1</sup>	3,721	3,558	2,815	3,053	3,093
Other operating income (expenses), net <sup>2</sup>	(3)	65	(2,050)	(7)	34
Inputs purchased from third parties	(1,179)	(865)	(718)	(747)	(963)
Depreciation, amortization and impairment <sup>3</sup>	(901)	(1,438)	18	(1,145)	(2,260)
Income from equity interests and financial income	411	788	1,889	638	6,173
<b>Total added value to be distributed</b>	<b>2,049</b>	<b>2,108</b>	<b>1,954</b>	<b>1,792</b>	<b>6,077</b>
Value-added distribution					
Personnel	559	524	544	627	738
Taxes, fees and contributions	134	204	136	156	(21)
Equity and third-party providers	1,356	1,380	1,274	1,009	5,360
<b>Total distributed/withheld</b>	<b>2,049</b>	<b>2,108</b>	<b>1,954</b>	<b>1,792</b>	<b>6,077</b>

1. Includes gross revenue and revenue from the construction of own assets. Does not include financial income.  
 2. In 2019, considers net expenses of R\$2,018 million in divestments of drilling and subsea assets.  
 3. Includes an impairment of R\$1,547 million in 2017; R\$448 million in 2018; reversal of impairment of R\$743 million in 2019; and impairment of R\$524 million in 2020. There was no record of loss or reversal of impairment in 2021.

# Innovation

Ocyan encourages its members to seek operational excellence through innovation. Some of the initiatives carried out in recent years can be highlighted, such as **Ocyan SMART**, an integrated system for real-time monitoring of drilling rigs, which covers data from six different dimensions, and **Ocyan Waves**, an open innovation platform that, through its relationship with startups, has already converted 62% of projects into effective implementations.

In recent years, the impacts and challenges of the pandemic have accelerated the transformation of the oil and gas sector. Society has expanded the expectation that the growing demand for energy will be met by renewable sources, with lower carbon emissions, thereby boosting the energy transition movement. This scenario increases the importance of the innovation agenda in our business strategy and creates opportunities for new product and service offerings for our clients.

Considering this context, the Innovation and New Business Department was created in 2021, with the aim of systematizing the innovation process and directing the search for new technologies and solutions that focus on increasing efficiency and reducing emissions, in addition to exploring new business opportunities.

Despite its recent launch, throughout the year, the Board of Directors activated a

number of actions supported by these pillars. We promote integration with startups and innovation centers for the development of pilot projects and hold the Innovation Week, a virtual event featuring guest lectures and workshops with renowned professionals from the innovation ecosystem.

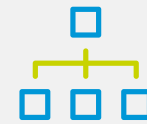
We made the first sale of an innovative product: the **Dynamic Risk Advisor** system, a tool used for real-time monitoring of operational safety barriers

*(learn more on page 31)*

## PRIORITY OBJECTIVES IN 2021



**Fostering a culture of innovation** among members, with the incorporation of methodologies and tools to boost new ideas and accelerate their implementation



**Structuring of the innovation management system** and consolidation of Ocyan's portfolio of innovative projects



**Construction** of a master plan for the decarbonization of operations



**Structuring of the digital journey plan**, with the aim of accelerating the incorporation of new digital technologies and implementing the radar of relevant technologies for the company



**Assessment** of possible business development fronts in new frontiers



**Structuring strategic partnerships** for the development of products and services to the market

# Ocyan Waves

Ocyan Waves, a relationship and connection program aimed at startups, reached its third edition, held in 2021, with nine challenges proposed by the company's areas. In addition to the traditional challenges focusing on incremental improvement, one key innovation was the development of two co-development projects, in which the startup and the Ocyan team worked on the production of a completely new solution, which can be implemented internally or even offered to the market. Ocyan Waves also reached international waters, with the participation of a Norwegian startup – ConditionAll.

Between 2019 and 2021, we executed 21 pilot projects with startups, 13 of which were contracted and implemented in our operations.



+ In recognition of the efforts and results of Ocyan Waves, we were acknowledged in the largest open innovation award in Brazil. We entered the **100 Open Corps** rankings, which lists the companies that most engage in open innovation in Brazil. Moreover, we ranked among the top three companies in the Oil & Gas category in the rankings

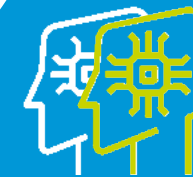
Additionally, we opened a continuous application channel for Ocyan Waves so that startups can apply at any time, provided that their offers are related to at least one of the following macro topics: safety, environment, operational efficiency, digitalization and energy transition.

## 3D DIGITAL TWINS INCREASE OPERATIONAL EFFICIENCY

One of the projects developed in the Ocyan Waves program is the Digital Twin, carried out by the startup Vydia, from the state of Pará. The software creates a continuous flow of data between the probe and the platform and projects the information seamlessly into a virtual representation, using artificial intelligence and 3D scanning features.

The pilot project, developed on the drillship Norbe VIII, automates the collection of operational, maintenance, alert, inspection and visual data to optimize and reduce intervention time in the BOP – one of the most important pieces of equipment for accident prevention.

Another advantage is the digital indexing of a series of documents and manuals that must be consulted by engineers and operators. With this, it is possible to achieve a reduction of up to 30% in the search time for alerts and recommendations of the asset.



## 13 pilot

projects executed with startups were implemented in our operations.

# Risk management

In the oil and gas industry, risk management is essential to ensuring safety, efficiency and productivity in all activities. In our company, we manage these aspects in an integrated and systemic manner, guided by the Risk Policy, which is reviewed and approved by the Board of Directors, as well as by the Risk Directive.

Our Risk Management program has been strengthened and developed over time, as part of the continuous improvement cycle. In 2020, with the support of a multidisciplinary team composed of leaders, members from different areas, and a specialized consulting firm, we consolidated the information bases and the parameterization of the risk log to update and identify new scenarios, considering the current context and Ocyan's future prospects. As part of this process, we also reviewed and approved the scales for measuring impacts

and the risk appetite and tolerance parameters used during the risk assessment and prioritization agendas.

The review of the corporate ERM, completed in 2021, had the ISO 31000 and COSO – Enterprise Risk Management standards as its main references. In this opportunity to update the ERM, 21 corporate risks were evaluated, in six different areas of concentration: Strategic; Financial; Image and Reputation; Social and Environmental; Operational; and Legal, Regulatory, and Compliance.



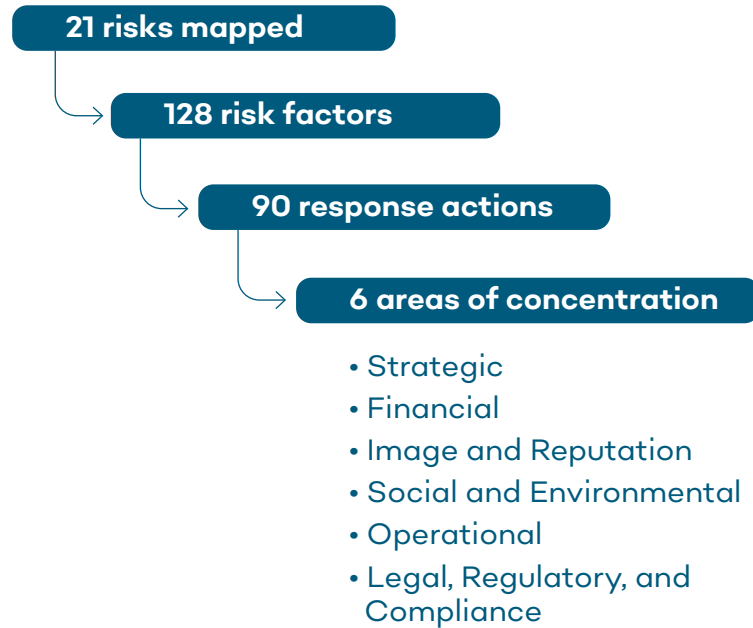
**In 2021, we completed the corporate ERM review, assessing 21 risks in six different areas based on best practices and market methodologies**



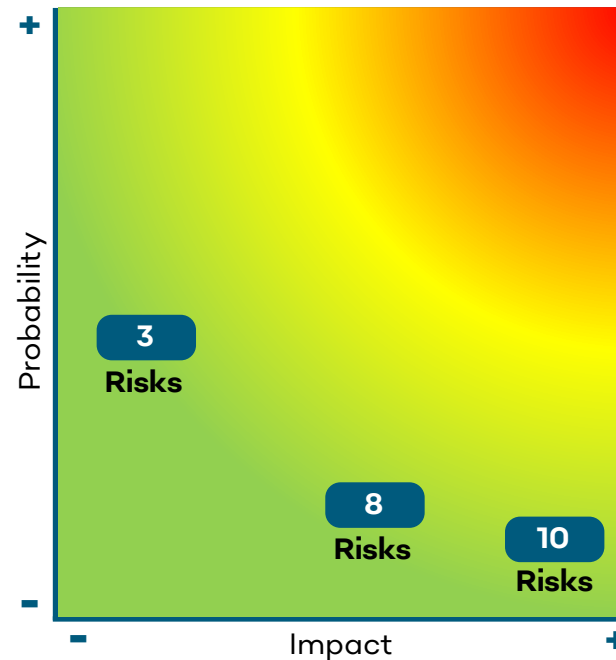
Assessed and prioritized risks are plotted on a matrix that considers the impact and probability of occurrence, enabling a better understanding of the risks that could affect the achievement of goals, as well as the adequacy and effectiveness of the controls in use. Additionally, it provides the basis for decisions regarding the treatment of risks.

In this way, we guarantee that risks with greater severity have action plans linked with the goal of allowing greater effectiveness in prevention, detection and remediation actions while enabling risk management and decision-making in an assertive and timely manner.

### RISK ASSESSMENT AND MANAGEMENT



**Risk impact profile**



### GOVERNANCE FOR RISK MANAGEMENT

Integrated risk management is coordinated by the Risk Management Committee, formed by a multidisc team of six members from different areas and led by an Executive Vice-President. This body monitors, evaluates and makes recommendations for the evolution of processes considering three different levels of scope: corporate, business units, and projects (in three stages: preparation of the proposal, execution of the projects conquered, and final review with lessons learned at the end of the projects).

Additionally, every two years, corporate and business unit risks, factors and controls are reviewed, with the participation of leaders and assessment of external scenarios and internal conditions.

The Board of Directors, in its regular meetings, defines corporate risk appetite and tolerance and monitors risk mitigation mechanisms. Some projects with large investments and high global value, as part of the risk management process at the proposal stage, are also reviewed by the Board of Directors.

The Internal Audit area, in turn, reports directly to the Board of Directors. The area is responsible for evaluating the effectiveness of the company's internal processes and controls, ensuring adequate risk management, in line with the best market practices.



# Compliance and integrity

The development of our business is guided by the absolute commitment to ethics, integrity and transparency in the relationships we establish with all audiences: clients, shareholders, investors, suppliers, and members. Our Code of Conduct is the main guideline for this action, providing a set of principles, guidelines and rules to be followed and respected by everyone who represents our company.

Our Code of Conduct is reviewed and updated at least every three years



The content of the Code of Conduct is approved by the Board of Directors, and its application in business is monitored and led by the Compliance area. The latest update of the document took place in 2020, reflecting the changes and transformations in commercial and working relationships with the acceleration of digitization and new working models.

In addition to the Code of Conduct, our ethical performance is guided by the rules and guidelines of the Anti-Bribery and Anti-Corruption Policy, the Compliance System Policy and the Third Party Code of Conduct (learn more on the Compliance page on Ocyan's institutional website – <https://www.ocy-an-sa.com/en/compliance>).



# Compliance System

Our Compliance System has been in place since 2016 and comprises our platform to guide, prevent, detect, stop and remedy irregularities, unethical practices or behaviors that conflict with our values and principles.

The Compliance area reports directly to the Board of Directors and is responsible for the development, improvement and management of the Compliance System. The application of guidelines and standards is part of the commitment of all members, directors and shareholders, who are continuously communicated and trained on our principles and procedures.

All normative documents are available in two languages, Portuguese and English. Members can also clarify doubts and ask for guidance by sending an email to [conformidade@ocyan-sa.com](mailto:conformidade@ocyan-sa.com). All regulations and procedures are also disclosed on a page on the corporate website and on the company's intranet. In this way, we reach 100%

of the internal public and external stakeholders with communications about our anti-corruption policies and commitments.

Each year, we also reinforce the System's principles and practices through messages from the CEO and the Executive Board – the **Compliance Pills** – and through award actions for members. Those who hit the most challenges on ethical dilemmas in the **Compliance Quiz** and those who demonstrate greater engagement in mandatory and voluntary actions are recognized, according to the **Compliance Checklist**.

To ensure the alignment of all members, we carry out at least one annual compliance training, covering the main topics of the Code of Conduct, Anti-Corruption policies, and the Compliance System. For members working on offshore rigs, we reinforce compliance messages through channels such as Ocyan TV and existing bulletin boards on vessels.

With a specific focus on the topic of anti-bribery and anti-corruption, we carried out an e-learning training, with an estimated duration of 30 minutes and featuring checkup questions. In relation to third parties, everyone has access to the e-learning course on the Third Party Code of Conduct, and we monitor the effective completion of the course by suppliers whose risk has been mapped as medium or high.

In 2021, we were one of the first companies in the oil and gas sector to achieve the ISO 37001 (anti-bribery management) certification for the Compliance System



# Ethics Line

The Ethics Line channel is the tool of our Compliance System for the receipt of complaints and concerns, by any interested party (whether a member, supplier, client, partner, or shareholder, among others) regarding possible illegal or unethical conduct. The platform is available on a 24/7 basis, in Portuguese and English, via the Internet or through a toll-free phone call (0800 377 8020).

The Ethics Line is operated by an external and independent company. In it, communicators are guaranteed secrecy and confidentiality throughout the process and may choose to identify themselves or remain anonymous. The facts reported on the channel are received and investigated by three members of the Compliance area, which coordinates the investigation of complaints, the feedback to complainants, and the presentation of cases to the Ethics Committee. Any disciplinary measures applicable to


each situation are established jointly by the Compliance and People areas, by the leader of the accused party, and by the Ethics Committee.

In 2021, a total of 79 reports were received. The main types of incidents reported comprised deviations in behavior, moral harassment, and non-compliance with internal rules and policies. No cases related to discrimination, corruption or bribery were recorded. Of all the cases with investigation completed in the last year, ten disciplinary measures were applied, including seven feedbacks, one verbal warning, one suspension, and one termination.



### REPORTS RECEIVED BY THE ETHICS LINE CHANNEL

	2021	2020	2019
<b>Total manifestations received</b>	<b>79</b>	<b>97</b>	<b>139</b>
<b>Number of cases resulting from manifestations for investigation</b>	<b>24</b>	<b>33</b>	<b>61</b>
Cases considered valid	10	14	21
Cases considered unfounded	13	15	35
Cases under investigation at the end of the period	1	4	5

 [Click here](#) to access the Ocyan Ethics Line channel.

OUR COMMITMENT TO ETHICS, INTEGRITY AND TRANSPARENCY



**Code of Conduct**

It guides the performance of its members in an ethical, integral and transparent manner



**Third-Party Code of Conduct**

It guides third parties on good governance and ethics practices



**Anti-Bribery and Anti-Corruption Policy**

Principles and guidelines for preventing and combating bribery and corruption, in line with the Anti-Bribery Management System (SGAS)



**Compliance System Policy**

Concepts and foundations that should guide business actions to promote an organizational culture that supports the Code of Conduct. The compliance system protects Ocyan's reputation, manages risks, and reinforces the trust of our clients, members, investors, and other stakeholders



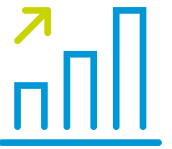
**Ethics Line Channel**

An exclusive and confidential channel for secure communication (anonymous or otherwise) of conduct that violates the Code of Conduct or any policy, guideline, internal regulation, and current legislation

**Compliance System**


A set of measures intended to guide, prevent, detect, interrupt and remedy irregularities, in a structured, continuous and sustainable manner, in line with the best market practices.

- Certified in accordance with ISO 37001 (anti-bribery and anti-corruption management)
- 100% of members trained
- Training on anti-bribery and anti-corruption in an e-learning format



**87%**

was the rate of positive evaluations received by the Ethics Line channel in the annual opinion survey carried out with members in 2021

 **Click here** to access the compliance page on the Ocyan website

# Human rights

Our Compliance System covers human rights aspects in our operations and in the value chain. In recent years, we have made progress internally in the assessment of the main aspects of material human rights for the nature of business and in the implementation of measures that avoid negative impacts.

All members are trained in the Code of Conduct, which addresses, among other topics, issues relating to diversity, non-discrimination, and decent work. This practice also covers the 12 security guards hired at the operational base in Macaé, RJ, who work in the unit's property security.

Regarding suppliers, we have a robust process of approval and continuous monitoring of those considered critical (learn more on page 32), mitigating risks of human rights violations in the value chain. In 100% of the contracts, we include standard clauses related to the

topic, such as the guarantee of labor rights provided in Brazilian legislation.

The assessment of risks and impacts on human rights does not have a specific process, being integrated with corporate risk management. The nature of Ocyan's business in upstream services in the oil and gas sector is highly regulated and demands the high qualification of workers, through specific courses and certifications for working in the sector and in offshore operations.

This condition, associated with the Compliance System (read more on page 16) and the supplier selection and monitoring model, ensures that there is no significant risk of degrading forms of work occurring in our operations, including cases of child, forced or compulsory labor, or disrespect for labor laws, such as freedom of union association and collective bargaining.

Since there are no indigenous populations close to our units, we also do not have any significant impact or risk of violating the rights of indigenous peoples.



## Training

In 2021, we dedicated 846.7 hours of training in this context, covering 100% of the workforce



# Our COMMITMENTS



# Our belief

+

At Ocyan, we **BELIEVE** we must be part of the energy transition and are committed to building a sustainable world, for our people, our communities, and our future generations.

We **COMMIT** ourselves daily to the highest safety standards and operational excellence. We safeguard our operations and minimize our environmental footprint. We empower our communities and celebrate diversity.

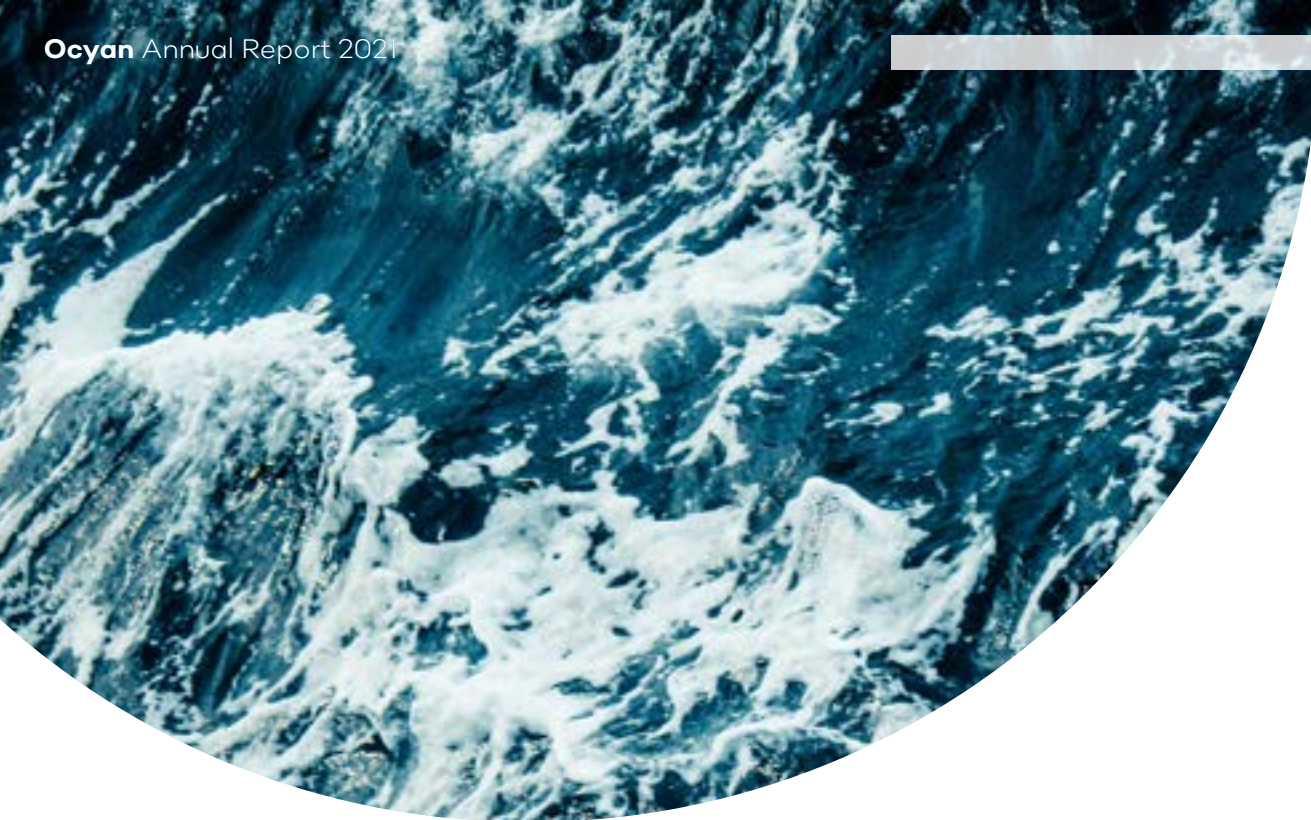
+

We aim for **TRANSPARENCY** and **ACCOUNTABILITY** in how we operate and have robust governance practices focused on ethics and integrity for all our stakeholders.

Furthermore, we understand the need to adapt our business to the future. We are constantly learning and innovating in order to become carbon neutral. We are actively exploring new market opportunities, while scaling down fossil fuel.

We **DEVELOP OURSELVES WITH RESPONSIBILITY AND EXCELLENCE** pursuing the energy that boosts the world.

+



# ESG Strategy

To respond to the challenges of the energy transition and transformation of the oil and gas sector, we have developed and implemented our ESG Strategy. The acronym refers to Environmental, Social and Corporate Governance practices related to our business model.

The commitments we have assumed guide our sustainable performance with a short-, medium- and long-term vision. Based on long-term goals, we establish

short-term goals to be achieved through projects, investments and initiatives that are integrated into the Leaders' and Members' Action Plans.

The development of the ESG Strategy is the result of a broad movement of understanding, diagnosing and structuring concrete actions to adapt our company to a new market scenario and the aspirations of society while contributing to the development of new technologies and the increase of the portfolio of services offered. Since 2020, this journey has comprised a diagnosis of our ESG practices and benchmarking studies. During the year, with the support of an external consultancy, we prepared our positioning and assumptions for our ESG journey and defined 2021 as the base year for reference, in addition to establishing five-year commitments related to safety, reduction and neutralization of emissions, energy transition, diversity and inclusion, social development, compliance system, and corporate governance structure.

In order to communicate this narrative to our members, we launched the campaign "O Futuro Entrevista o Presente" ("The Future Interviews the Present"), which featured a Web series of videos in which young people who work at the company or are part of our value chain interviewed our executives. In these conversations, the leaders addressed the commitments we assumed, dialoguing precisely with the generation that will be impacted by them 20 years from now.

The commitments and monitoring indicators were established in a strategic development roadmap, subsequently approved by the Board of Directors. In this way, we guarantee the alignment of our aspirations with the Policy on Sustainability and with Agenda 2030 – a platform proposed by the United Nations (UN) with a focus on promoting sustainable development.

Through our goals, we proactively contribute to achieving the Sustainable Development Goals (SDGs), an integral part of Agenda 2030.



**Now**

**Strive for zero accidents always**

- Best-in-class Recordable Incident Frequency Rate
- Zero oil spills
- Zero non-conformities on the Certified HSE Management System



**Until 2025**

**Empower our communities**

- Engage in 2,000 hours of employee volunteering to enhance social transformation
- Foster inclusion of 30,000 people through socio-educational programs
- Benefit at least 2,000 people from our Social Care program



**Until 2030**

**Be a reference as an inclusive employer**

- 50% women in leadership positions in onshore operations
- Recognized as an outstanding place to work for minorities
- Equal career opportunities to all



**Until 2035**

**Carbon neutral operations**

- Scope 1 and 2 emissions carbon neutral
- 15% reduction in scope 3 emissions of our leased assets
- 50% decrease in gas flared emissions (compared to baseline 2021)



**Until 2040**

**Shift part of our business to clean energy**

- 25% of the business committed to clean energy projects



**8 SDGs**

are related to our business, investments and projects





## Voluntary initiatives

Participation in multi-sector initiatives contributes to the verticalization of our ESG Strategy, assessment of trends and identification of opportunities to be even more efficient in generating value for all types of public.

Since 2016, our company has been a signatory to the UN Global Compact. The platform promotes the integration of human rights principles, decent labor practices, anti-corruption actions and environmental preservation into business strategies. Moreover, it contributes to the strategic connection with the SDGs, through specific action programs.

We are also part of the Ethos Institute for Business and Social Responsibility, a civil society organization that focuses on promoting good governance and

sustainability practices. As part of this participation, for example, we adhered to the Open Letter to Brazil on Climate Change and the Business Forum on Climate Change.

At the Brazilian Oil and Gas Institute (IBP), the main representative entity of our industry, we participated in the creation and became signatories of the Oil, Gas and Biofuels Industry Integrity Pact. The initiative, conceived by 14 relevant companies in the sector, is supported by the IBP and the Ethos Institute.

In addition to these initiatives, members of the Compliance area participate in civil society initiatives aimed at promoting ethics and integrity in business, such as the Compliance Women Committee (CWC) and the Rio Compliance Institute (ICRio).



In 2021, we joined the UN Women initiative and became signatories to the Women's Empowerment Principles (WEPs)

## Engagement with entities and associations

The search for continuous improvement, exchange of best practices and alignment with trends and key discussions for the sector are some of the benefits we get from the integrated participation and performance in sectoral associations.

A recent example of this perspective was our contribution to the preparation of Regulatory Standard 37, released

in 2020 and covering safety and health aspects on oil platforms. As coordinators of the QHSE and Local Content Committee of the Brazilian Association of Petroleum Services Companies (ABESPETRO), we discussed, alongside the Ministry of Labor and other companies in the industry, the parameters and guidelines to be contemplated in the standard.



Among the entities whose involvement we consider strategic, the following stand out:



- **Abespetro**

We sit on the Board and coordinate the QHSE and Local Content Committee

- **Brazilian Association of Oil Drillers (ABRAPET)**

- **Brazilian Institute of Oil, Gas and Biofuels (IBP)**

We participate in the Social Responsibility, Human Resources, Diversity, Occupational Health, Occupational Safety and Environment (HSE) and Compliance Committees

- **International Association of Drilling Contractors (IADC)**

Ocyan's representative serves as president of the entity, and are part of the Ocyan Technical Committee

- **American Chamber of Commerce of Rio de Janeiro (AMCHAM)**

We are part of the Oil and Gas Committee

- **Federation of Industries of the State of Rio de Janeiro and S group (FIRJAN/SESI/SENAI)**

- **Center for Company-School Integration (CIEE)**

- **National Association for Research and Development of Innovative Companies (ANPEI)**

Membership reached in 2021 with the creation of the Innovation area at Ocyan

# Safety, our greatest value

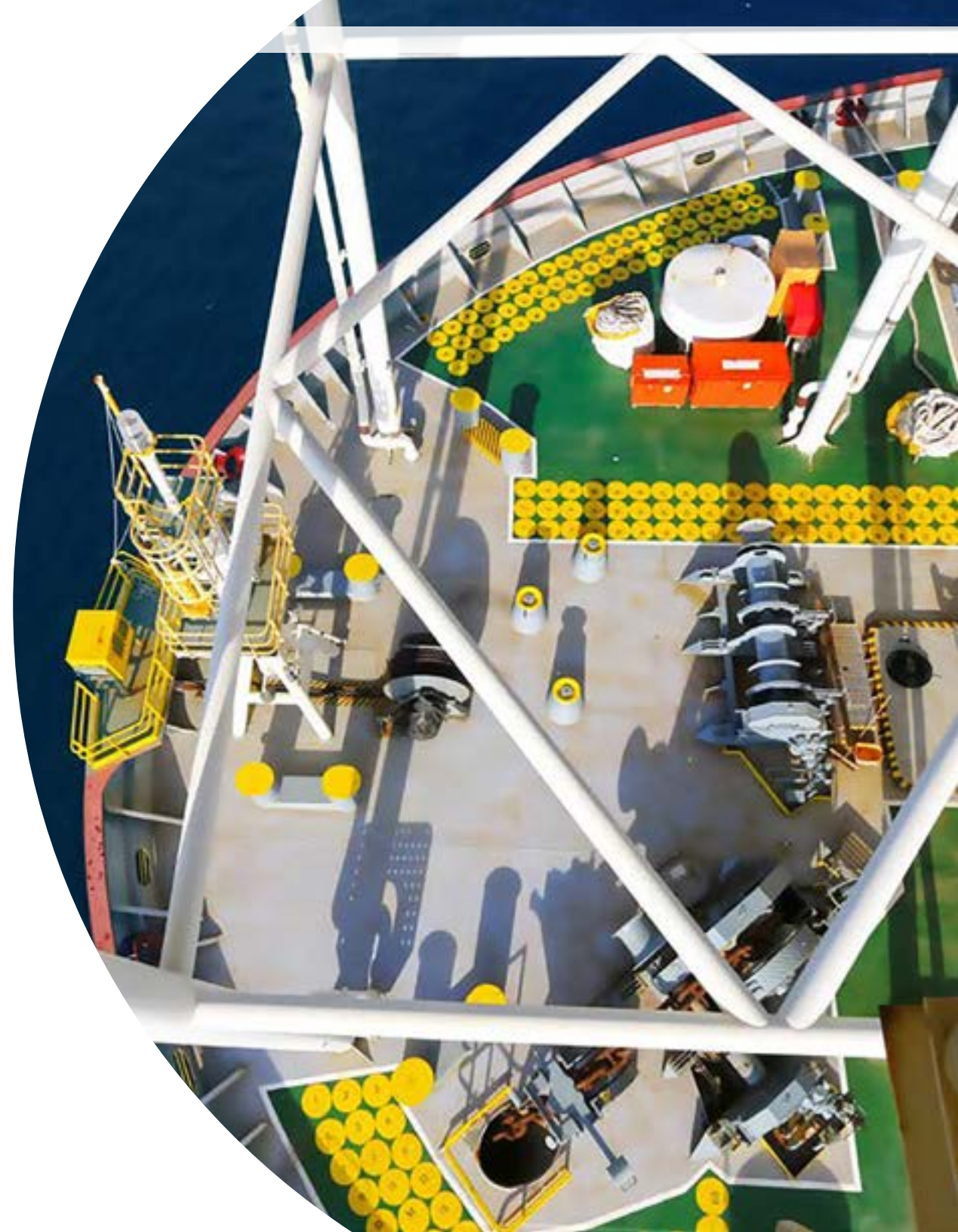
Safety is a value of our company and comes first in all activities and operations. Therefore, we have adopted a series of protocols and procedures to identify risks and establish protection measures to avoid accidents that impact people, assets, and the environment.



We have an Occupational Health and Safety Management System, certified in accordance with the requirements of the ISO 45001 standard and integrated into our environmental and quality management systems. This certification covers 100% of our business, meeting legal requirements and the expectations of our clients.

The other certifications are maintained according to the needs of each type of business. In drilling, we also have the ISO 9001 (quality management), ISO 14001 (environmental management) and ISO 55001 (asset management) certifications. In addition to these standards, we are certified in accordance with the API Q2 specification, with requirements for the quality management system for the provision of services in the oil and gas industry.

In the maintenance and service business, the management system is certified to ISO 9001 and ISO 14001. In the production business, we are certified to ISO 14001.



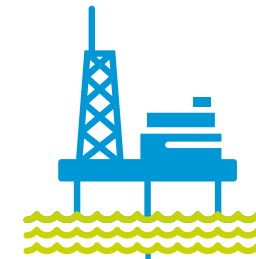


The Management System adopts a risk-based approach, prioritizing actions to raise awareness and strengthen the safety culture while observing and analyzing risks and behaviors and identifying opportunities to improve the work environment, equipment, and facilities.

Businesses have the autonomy to implement the Management System, following these guidelines and parameters, thereby covering 100% of the members and third parties. Leaders are responsible for ensuring compliance with the processes and challenges of each business unit, in line with strategic guidelines and policies.

Our goal is to keep operational risks inherent in drilling and operating activities controlled and within the achievable limits. To establish these limits, we used the ALARP (As Low As Reasonably Practicable) concept, which widely adopted by the oil and gas industry.

The identification and measurement of risks are carried out through safety studies, such as the Safety Case – a document prepared in accordance with the guidelines and instructions of the International Association of Drilling Contractors (IADC). The methodologies used for the preparation of these assessments, as well as for the structuring of protection barriers, follow the best practices of the oil and gas sector – such as HAZID (Hazard Identification) and the Dynamic Risk Advisor, for monitoring protection controls.



## IDENTIFICATION OF SAFETY RISKS



### SECTOR BENCHMARKING FOR THE ADOPTION OF BEST PRACTICES

- International Marine Contractors Association (IMCA)
- International Association of Oil & Gas Producers (IOGP)
- International Association Drilling Contractors (IADC)

In day-to-day operations, all activities are planned and evaluated on risk and safety conditions, including the participation of members and third parties. We use observation cards to identify and report deviations, hazardous situations and improvement opportunities. Periodically, we recognize the professionals who best use the observation cards, as a way of engaging the entire team in the safety culture and encouraging the use of the tool.

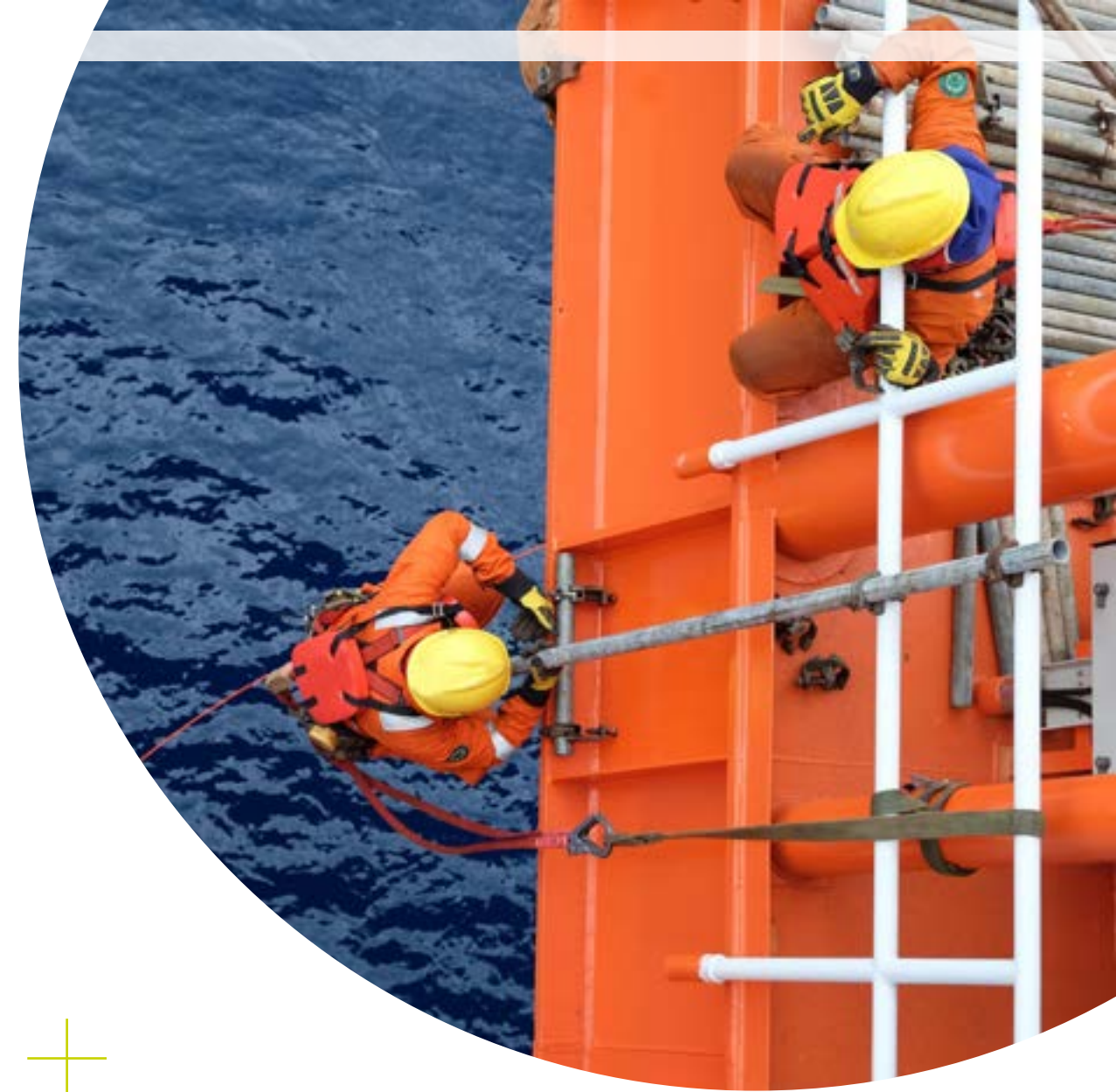
One of the main communications to be carried out on the observation cards are the safety stops, called TOFS (Time Out for Safety). All members are required to interrupt an attitude or condition that they witness and which could cause accidents, initiating a dialogue on safety.

The promotion of a safety culture is reinforced through the work of the Internal Commissions for the Prevention of Accidents on Platforms (CIPLAT), maintained in each business

unit. Comprised of representatives elected by the members and appointed by the company, the Committees contribute to the improvement of Occupational Health and Safety programs and measures, including behavioral audits, installation inspections, training, and development.

In onshore units and operational bases, the Internal Accident Prevention Commissions (CIPA) play this role. Thus, 100% of the members are represented in forums and committees that address occupational safety.

Through a digital system, we control the adequacy of members and third parties working on rigs and FPSOs to mandatory training for the execution of operational activities – such as work at height or in confined spaces, following regulatory standards and contractual specificities. These trainings are carried out online or in person, being given by contracted companies or by members who are qualified to transmit this knowledge.



+

Planning and risk assessment, with the participation of members and third parties, increase safety conditions in operations

# Safety performance

After achieving the best safety indices in operations, in 2020, the number of personal incidents on drilling rigs increased in 2021. We recorded a total of eight incidents with leave, involving employees and third parties, compared to two in 2020. None of these situations resulted in death.

The increase in hours worked, as a result of the new contracts, and the greater exposure to maintenance activities to adapt the rigs are factors that have contributed to these conditions. Most events occurred in routine activities, such as cargo handling, maintenance, use of hand tools, cleaning, and tidying.

We also identified that rig stops for maintenance increase the possibility of occurrences due to the increase in the number on-board staff and the greater concentration of activities, demanding new structuring planning and monitoring actions to prevent new occurrences.

The communication and investigation of incidents are carried out digitally through a system with settings that speed up the identification of the immediate causes and the root cause of the event. In the same tool, we record the corrective or preventive actions scheduled to be carried out as improvement plans. The investigation of incidents is also carried out by a multidisciplinary team, whose training depends on the severity and type of occurrence.

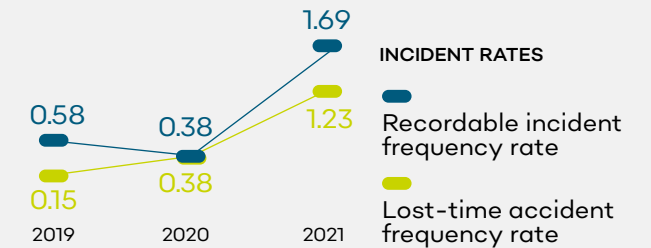
In 2022, we will be reinforcing disclosure among the members of the 12 Gold Safety Commitments – a document that lists the expected behaviors for a safe and incident-free operation. We will also intensify training actions for leaders and education and awareness campaigns, such as those carried out during the Internal Weeks for Occupational Accident Prevention (SIPAT).



**+ 6 million**  
man-hours worked

**11** accidents in the year, 8 of which resulted in lost time

**Zero** fatal accidents



## WORK SAFETY INDICATORS<sup>1</sup>

	2021			2020			2019		
	Members	Third Parties	Workforce	Members	Third Parties	Workforce	Members	Third Parties	Workforce
Total man-hours worked	4,844,237	1,680,918	<b>6,525,154</b>	3,959,367	1,275,764	<b>5,235,132</b>	4,723,581	2,152,730	<b>6,876,311</b>
Number of recordable accidents <sup>2</sup>	10	1	<b>11</b>	2	0	<b>2</b>	1	3	<b>4</b>
Number of lost-time accidents	7	1	<b>8</b>	2	0	<b>2</b>	0	1	<b>1</b>
Recordable incident frequency rate <sup>3</sup>	2.06	0.59	<b>1.69</b>	0.51	0.00	<b>0.38</b>	0.21	1.39	<b>0.58</b>
Lost-time accident frequency rate <sup>3</sup>	1.45	0.59	<b>1.23</b>	0.51	0.00	<b>0.38</b>	0.00	0.46	<b>0.15</b>
Number of days lost <sup>4</sup>	731	46	<b>777</b>	na	na	<b>na</b>	na	na	<b>na</b>
Accident severity rate	150.90	27.37	<b>119.08</b>	32.58	0.00	<b>24.64</b>	0.00	7.90	<b>2.47</b>

1. Data include Ocyan S.A. and Altera&Ocyan, given that the operational control of the joint accidents with severe consequences were recorded, according to the concept of the GRI Standards (occurrences in which the professional involved does not recover the previous health condition for at least six months).  
 2. Includes all lost-time and non-lost-time accidents, except first aid.  
 3. Rates are calculated with a factor of 1 million man-hours worked.  
 4. Includes lost and debited days, according to NBR 14280.

# Process safety

We continually seek efficiency and safety in asset management, applying innovative technology and methodologies in our activities. In 2021, we reached a milestone in this journey with the formatting of a new solution in the oil and gas sector,

marketed in partnership with Intelie. it is the Dynamic Risk Advisor system, designed internally and implemented in our rigs.

Dynamic Risk Advisor development started in the second half of 2019

and enabled real-time monitoring of physical, human and organizational operational security barriers. The main differentiator of the project was the coverage of different dimensions of barriers – until then, the literature and the market systems only contemplated physical barriers.

The solution contributed to minimizing the probability of high-impact incidents, ensuring greater assertiveness in decision-making and incorporating

concepts of operational risk analysis and process safety into daily work of offshore teams. Moreover, we have disclosed the Dynamic Risk Advisor when participating in events and congresses of the oil and gas sector, which also positively impacts Ocyan's image and reputation.

Another outstanding initiative on the topic of process safety was the review of the Safety Cases of the Norbe VIII and Norbe IX rigs, conducted in 2021. These documents cover risk studies for the units, considering the services on board. The 2021 review aimed to adapt the rigs' plans to the new cementing, gravel drying, coating and ROV (remotely operated underwater vehicle) services. For 2022, improvements in Safety Cases are planned, allowing the digitization of the SIMOP (simultaneous operation) matrix and the optimization of the crews' routine.

**The Dynamic Risk Advisor is an innovation in the oil and gas sector developed by our company and which has become a business opportunity**

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



# ESG in the value chain

In the relationships we establish with suppliers, we demand that our principles and values be shared and practiced. In this way, we extend our commitment to ethical, integral and transparent performance, the priority for safety and the focus on social and environmental responsibility across our value chain.

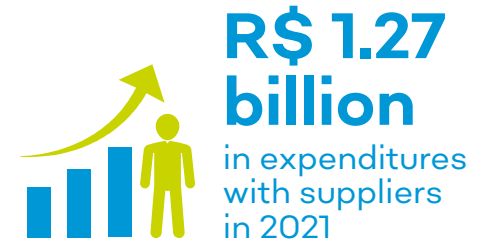
Our Third-Party Code of Conduct features guidelines and instructions to ensure the application of good governance and ethics practices. The document requires partners to fully respect human rights and comply with labor legislation, which includes a ban on the use of child labor and forced labor conditions. The Code is an integral part of our Compliance System (read more on page 16).

In 2021, our supply chain covered a total of 1,225 companies from different ESG value chain segments. These commercial partners mainly

supply parts to the business units, provide engineering and consulting services, and carry out equipment leasing, among other essential activities for onshore and offshore operations.

All suppliers are evaluated and classified according to the level of criticality for the business, according to quality criteria, asset management, and governance of health, safety and environmental aspects. The analysis allows the classification of partners according

to three levels of criticality: high, medium, and low. In the last year, 254 suppliers underwent specific performance appraisal processes during the term of their respective contracts.





Following the APIQ2 certification guidelines, applicable to the drilling business unit, highly critical suppliers undergo an audit process prior to contracting.

Additionally, we monitor compliance with labor topics and service quality throughout the contract terms.

The procedures cover verification of employee documentation and compliance with remuneration and other charges, including the analysis of mandatory documents related to occupational safety and medicine (such as PPRA, PCMSO, ASO, life insurance, and health plan). 101 suppliers were identified with a significant impact in 2021, 52% of which generated an action plan to address non-compliance. There was only one case of contractual termination.

The Supplier Management process is continuously monitored by the Supplier Management Committee, composed of the board of the Supplies, Assets, Operations, Quality, Sustainability and Financial areas.

**54.1%**  
of purchases  
made with  
partners in Brazil  
(local suppliers)



## THIRD PARTY MANAGEMENT

With regard to third parties working in our units, we have established continuous processes for approval, auditing and assessment of labor management. Each month, contracted companies are evaluated in terms of compliance with the contracted scope, quality in the provision of services, commercial relations, and sustainability management.

This assessment is carried out by the contract managers, buyers, claimants and the Sustainability area. In the end, each supplier receives a score related to its Supplier Performance Index (IDF).

Based on the IDF, we identify opportunities and needs for improvement, with the definition of action plans for the evolution of performance. These assessments are used to define new contracts.

# ENVIRONMENT



# CO<sub>2</sub> Emissions

Climate change is one of the main factors for the transformation of the oil and gas sector. Since 2015, when the Paris Accord established guidelines and goals to prevent the increase in the average temperature of the planet above 2°C, the energy transition to a matrix with less carbon intensity was accelerated and began to direct the efforts of our industry to the reduction of greenhouse gas emissions.

Therefore, the search for efficiency, innovation and the incorporation of new technologies have become one of the strategic pillars of our company. In 2021, we created the Innovation and New Business Department to intensify this evolution (read more on page 12), and we have the ambition of having, by 2040, at least 25% of our businesses related to the renewable energy generation chain.

Since 2013, we have annually prepared our greenhouse gas (GHG) inventory according to the guidelines of the Brazilian GHG Protocol Program, adopting consolidation through the operational control approach. This practice is essential for us to map emission sources and identify improvement actions that reduce our carbon footprint. The inventory covers all of Ocyan's businesses, including the incorporation of JV Altera&Ocyan data.

The most significant portion of our GHG inventory is Scope 3, which measures emissions in our value chain. In this category, the main carbon footprint factor is fuel consumption in the operation of our assets contracted by our clients, accounted for in the leased assets category. In direct operations (scope 1), the use of fuels is also the main emission factor.



We annually prepare our greenhouse gas inventory in accordance with the guidelines of the Brazilian GHG Protocol Program

The acquisition of electricity (scope 2) occurs only to supply the offices and operational bases, so these activities have a smaller representation in the total balance of our emissions.

In 2021, the Norbe VIII and Norbe IX rigs were uncontracted for 30 days and three months, respectively, requiring the purchase of fuel (marine diesel oil) for maintenance activities and adjustments to new contracts. For this reason, the total issued in Scope 1 was 113% higher than in the previous year. Total emissions in Scope 3, in turn, showed a reduction of 4.8%.

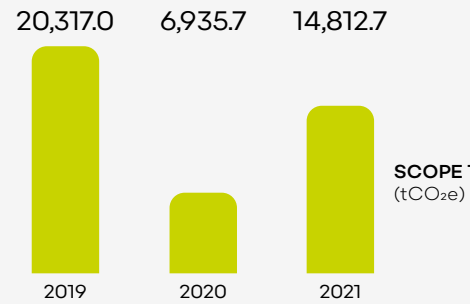
**GREENHOUSE GAS EMISSIONS**



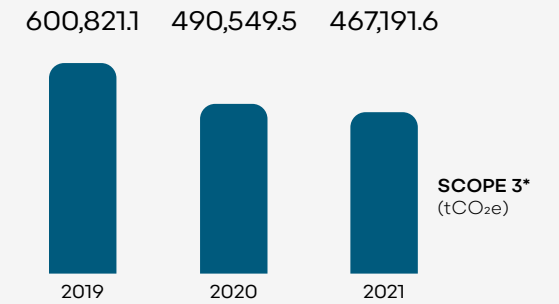
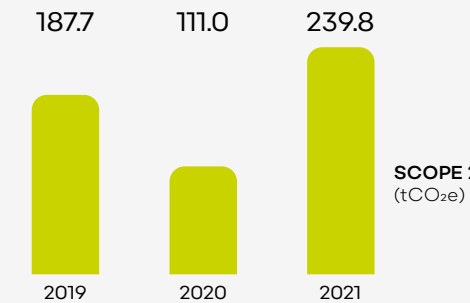
**SCOPE 3**  
Main emitting sources  
Travel and displacement

**SCOPE 1**  
Main emitting sources  
Fuel consumption of uncontracted assets  
Fugitive emissions in assets

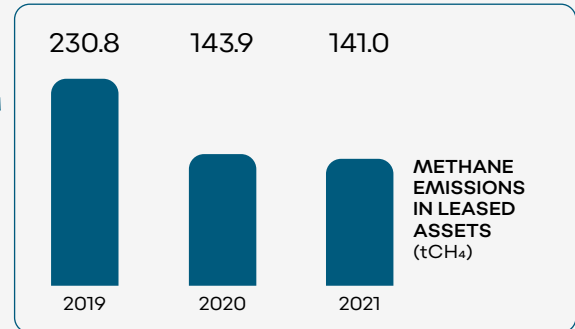
**SCOPE 3**  
Main emitting sources  
Operation of leased assets (e.g. diesel consumption)



Scope 2 emissions refer to the purchase of electricity and have low representation in the total balance



\* Emissions related to the operation of leased assets.





# Risks and opportunities

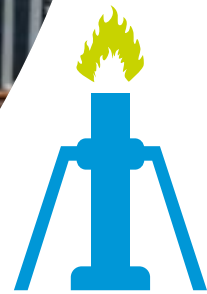
The management of risks and opportunities associated with the climate change context was boosted with the structuring of our ESG Strategy (read more on page 23). These aspects are also integrated into the criteria used in corporate risk management and in the development of operational safety practices, mainly evaluating physical, regulatory and commercial relationship aspects with clients.

At the operational level, the possible increase in the frequency and intensity of cyclones and storms in offshore

environments represents a risk to the integrity of members and assets, with the possibility of impacting the continuity of operations.

Additionally, new regulations and agreements on this topic may lead to higher fees or operational restrictions. Consequently, we assess the long-term risk of reduced demand for oil and gas and upstream services.

Conversely, the greater demand for renewable sources of generation creates opportunities for the application of the knowledge we have in offshore operations. The installation of wind farms on offshore platforms, for example, can become a growth avenue for adding value to the services we offer. One of the main challenges for our industry is the improvement of cost estimates associated with measures to mitigate negative impacts or capture opportunities in the context of energy transition.



Our goal is to achieve a **50% reduction** in gas flaring by 2035

# Environmental management

When carrying out our activities, in all business segments, we remain committed to efficiency and responsibility in the management of natural resources. Our focus is also directed towards mitigating the environmental impacts associated with our operations, including the adoption of best practices and work on the continuous improvement of our controls and results.

To do this, we have the Environmental Management System (EMS), certified to ISO 14001 and integrated with quality and occupational health and safety systems (learn more on page 27). We also continuously promote internal campaigns to encourage the conscious consumption of natural resources, such as water and energy.



# Water and effluents

The harvesting of water for operational processes and the disposal of effluents in offshore operations is one of the main impacts managed by us through the EMS. For each unit, a multidisciplinary team assesses the main demands for water resources and possible local impacts, establishing minimum requirements for water collection and discharge activities in accordance with applicable legislation.

Each month, we prepare a water balance inventory for each offshore unit, which accounts for consumption and proves the use of desalinated seawater in all operational processes. These balance sheets are available in a dashboard format for all members.

Over 95% of the water we harvest comes from the sea, which reduces operational risk in areas of water stress. Our units are equipped with desalination systems, which remove seawater and guarantee treatment prior to use.

After use, the water to be discarded undergoes treatment processes in the facilities of the units themselves, in order to meet the requirements and specifications of the legislation. Over 85% of effluents are also discharged into the sea, especially produced water – the name given to the water present in underground formations that is brought to the surface with oil and gas during production activities.

All offshore units have water and oil separators certified by the International Maritime Organization (IMO). In these equipment units, we carry out measurements of the oil and grease content, ensuring compliance with the established regulatory limits. This information is presented to the responsible environmental agency, as well as the volumes of discharges.

Sanitary effluents generated on vessels are referred to onboard treatment plants before being discarded at sea.

## WATER WITHDRAWAL BY SOURCE AND QUALITY (thousand m<sup>3</sup>)

	2021	2020 <sup>3</sup>	2019 <sup>3</sup>
Seawater <sup>1</sup>	229.0	179.1	206.5
Produced water <sup>1</sup>	967.3	1,054.4	1,395.9
Third-party water <sup>2</sup>	36.8	55.0	40.3
<b>Total</b>	<b>1,233.1</b>	<b>1,288.5</b>	<b>1,642.7</b>

1. Water withdrawn from an area without water stress (sea), with a concentration of total dissolved solids greater than 1 g/l.  
 2. Water withdrawn from an area with water stress (regions of the municipalities of Macaé and Rio de Janeiro – High general water risk classification in the WRI Water Aqueduct Risk Atlas), with a concentration of total dissolved solids lower than 1 g/l.  
 3. Historical data restated.

## WATER DISCHARGES BY RECEIVER AND QUALITY (thousand m<sup>3</sup>)

	2021	2020 <sup>3</sup>	2019 <sup>3</sup>
Seawater (TDS < 1 g/l) <sup>1</sup>	157.6	154.6	182.5
Seawater (TDS > 1 g/l) <sup>1</sup>	967.3	1,054.4	1,395.9
Third-party water <sup>2</sup>	4.5	1.8	8.0
<b>Total</b>	<b>1,129.4</b>	<b>1,210.8</b>	<b>1,586.4</b>

1. Water discharged in an area without water stress (sea).  
 2. Water discharged in an area with water stress (regions of the municipalities of Macaé and Rio de Janeiro – High general water risk classification in the WRI Water Aqueduct Risk Atlas), with a concentration of total dissolved solids lower than 1 g/l.  
 3. Historical data restated.

## WATER CONSUMPTION (thousand m<sup>3</sup>)<sup>1</sup>

	2021	2020 <sup>2</sup>	2019 <sup>2</sup>
Total	103.6	77.7	56.2
In water stressed areas	32.2	53.2	32.2

1. On vessels, water storage is carried out to ensure the continuity of operations and human supply. The volume stored varies throughout the year, having increased from 11.9 million cubic meters as of early 2021 to 6.4 million cubic meters at the end of the period.  
 2. Historical data restated.

# Waste

Through the Waste Management Program, we ensure that our activities comply with legislation and encourage the adoption of good practices to reduce generation, increase recycling and reuse, and optimize disposal methods.

## ONBOARD SCANNING

The use of a digital platform on Ocyan's probes made it possible to avoid the consumption of almost 3 metric tons of paper. The initiative was implemented as a pilot project in 2019, as part of the Ocyan Waves Challenges, and has been expanded since then.

Over 300 processes were digitized using the Easy Checklist platform, which is compatible with smartphones and tablets. Since its inception, more than 130,000 checklists have been created digitally. In addition to reducing paper consumption, this process contributes to operational efficiency, optimizing around 300 hours of work every month, which until then were dedicated to manually compiling data.

In offshore and onshore units, waste is duly segregated and referred to temporary storage before being sent for disposal. This activity is carried out by partners duly approved and documented within the scope of the EMS.

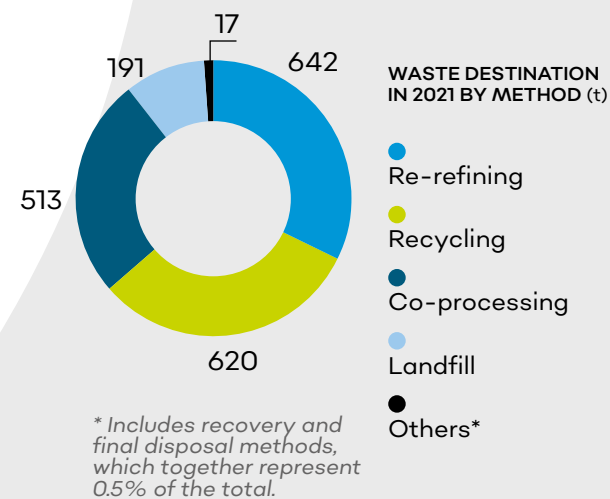
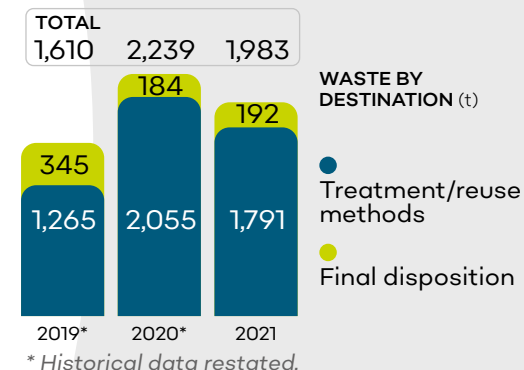
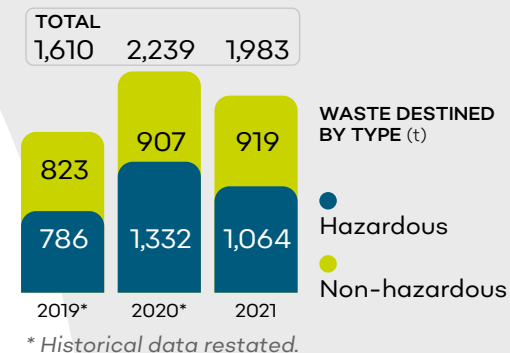
Suppliers that provide this type of service are classified as highly critical and, therefore, undergo periodic audits and evaluations (learn more on page 32).

Our waste management encompasses the Drilling and Integrated Services business units. At the FPSO Cidade de Itajaí (Production Unit), this management is carried out by the contracting clients, in accordance with their environmental management policies and guidelines. Despite that, we have incorporated the waste generated by the FPSO into the quantitative indicators.

Launched in 2020 at the logistical support base in Macaé, the Ocyan Zero Landfill Program aims to eliminate the referral of tailings to sanitary landfills.

The initiative encompasses actions to improve the segregation of recyclable materials and the most environmentally appropriate destination for materials that cannot be treated. In 2020, 11,128 kg of waste that would be intended for landfills received more environmentally appropriate destinations. In 2021, the maritime units were integrated into the Program.

Approximately 2,000 metric tons of waste were discarded during last year by our operations, with 90% of this total being intended for noble purposes, which allow the reinsertion of waste into production chains. With the continuous improvement of management and the choice of the most appropriate disposal technologies, the disposal of solid waste in landfills increased from 23.6% of the total in 2019 to 14.3% in 2021 (not including oily waste in the calculation).





# Society and **PEOPLE**



# Our culture



## We believe in the human potential

We believe in the will and ability of each person to develop themselves.

We put life above all our decisions, practicing a culture of prevention for the health, safety and well-being of everyone, wherever they are.



## We work with a spirit of service

The spirit of service is present in all our actions.

We promote and encourage collaborative environments in which we can interact with humility and simplicity, learning, relearning, teaching and proactively sharing our knowledge.



## We are ethical, fair and transparent

We do what is right. We act openly, honestly and in compliance with the laws of each location, with our Corporate Governance, and with our internal policies and guidelines.

We honor our commitments and make self-interested decisions.

We enhance our successes, learning from our mistakes and repositioning ourselves when necessary, always willing to influence and be influenced.



## We practice planned delegation

We follow a disciplined process for planning, agreement, monitoring, evaluation and completion of the Action Program (AP). This allows us to act in a decentralized manner, exceeding our goals with determination, dialogue, creativity, and commitment.

We believe that education through work accelerates our development and stimulates generations of partner entrepreneurs starting at Small Companies.



## We focus on the satisfaction of our clients

We focus on identifying, conquering and satisfying clients, acting in a sustainable way and fulfilling our social and environmental responsibility.

We generate material and moral wealth for society, clients, shareholders, and members.



## We are diverse and inclusive

We think and act in a coordinated, integrated and inclusive manner with a diversity of people.

The plurality of perspectives enhances our strength, improves our deliveries, and impacts results.

We encourage our members to make a personal commitment to diversity, welcoming and respecting individual differences.



## We prioritize innovation and creativity

With synergy and creativity, we seek constant innovation to improve the quality of our products and services while increasing our competitiveness.

We always keep an open mind for new discoveries, creating the best solutions, embracing challenges with optimism, and transforming problems into opportunities.



## Our actions benefit society

We believe that all wealth generated by a company should be used to contribute to the transformation of society.

Thus, in a permanent partnership relationship, we reinvest the results we have achieved, creating new job and income opportunities through the expansion of the Businesses in which we operate and the creation of new businesses.



## We promote sustainable development

We know that sustainability goes far beyond the determinations that regulate our activities.

Promoting sustainable development means understanding and anticipating society's trends and priorities while respecting global conventions and paying attention to climate, biodiversity, and human rights.



# Our members

In our company, it is people who make the difference. Inspired by Our Culture, Purpose and Values, we foster a culture based on trust, believing in the potential of our members and in planned delegation to serve and satisfy our clients. We manage our people guided by the People Policy, leading by example and encouraging self-development.

Our team is made up of approximately 2,500 members, who work in drilling units and integrated services – 96.1% of our members are covered by collective bargaining agreements (apprentices, statutory and expats are not included).

We also have approximately 400 third parties who work in support activities – such as information technology support and offshore

catering (provision of meals and services). Another 250 professionals work in production activities (FPSOs), being hired by the Altera&Ocyan joint venture.

The development of members is encouraged in a structured way, through strategies and programs that are in line with Our Culture. Opportunities for professional growth, commitments and goals are formalized with transparency between leaders and subordinates, through the Action Program (PA), which is signed annually for members who work in the support bases, corporate offices, and onshore operations. For offshore professionals, who represent 67% of our workforce, we have established the Productivity Program (PP), every six months.



In 2021, we achieved the **Great Place to Work (GPTW)** certification for the second time, as one of the best companies to work for. In last year's survey, we had a **score of 85 – 13 points higher** than the result obtained in 2019

**INSTITUTIONAL PROGRAMS IN 2021**



**Leader Development Program**

Training of leaders and potential leaders, with 60 hours of qualification, divided into 5 modules and 150 participants.



**Ocyan Women**

Focus on women's development and empowerment, with 24 hours of training and 48 participants.



**Procurement 4.0 Program**

Strategy, leadership and innovation aimed at the Procurement team, with 100 hours of training and 44 participants.



**Strengths Development Program**

Focus on Controllership teams, with 9 hours of training and 39 participants.

**The Action Programs (PA) and Productivity Programs (PP) drive the development of members, in line with Our Culture**



One of the main benefits of PAs and PPs is the enhancement of individual performance in a way that is connected to the strategic objectives and purpose of the members. The continuous cycles of education through work promote professional growth by constantly experiencing new experiences, challenges, and learning.

In conjunction with this vision, we promote education for work, which includes institutional programs, graduate and MBA courses, curricular extension, and language and technical-operational training. We also offer development programs for groups of members (in company), based on the mapping of the needs of different areas or teams and funding of individual educational actions.

Leaders play a key role in achieving this vision. Therefore, our Succession Program has been structured to ensure that talents are acknowledged and valued in the process of mapping potential successors. The Succession Committee, in partnership with the

People Management team, has the role of supporting the mapping and evaluation of appointments and ratifying potential successors, monitoring their Personal Development Plans (PDPs).

In 2021, we more than doubled our investment in training our members, reaching the milestone of R\$4.9 million allocated to continuing education and training programs. Approximately 95,700 hours of training were applied in the period, resulting in an average of 37.7 hours per member.

**AVERAGE HOURS OF TRAINING PER MEMBER**

	2021	2020	2019*
<b>By gender</b>			
Men	39.0	37.3	65.7
Women	29.3	21.2	37.2
<b>Total</b>	<b>37.7</b>	<b>34.7</b>	<b>61.0</b>
<b>By functional level</b>			
Direction	9.9	7.7	30.4
Executives	50.2	41.4	46.2
Staff	21.1	14.6	32.9
Operation	41.1	43.3	75.4

\* Until 2019, it considered Altera&Ocyan professionals.

# Diversity and inclusion

The promotion of diversity at Ocyan and inclusion in the job market is one of the main fronts on which we have the opportunity to be agents of transformation in the oil and gas sector.

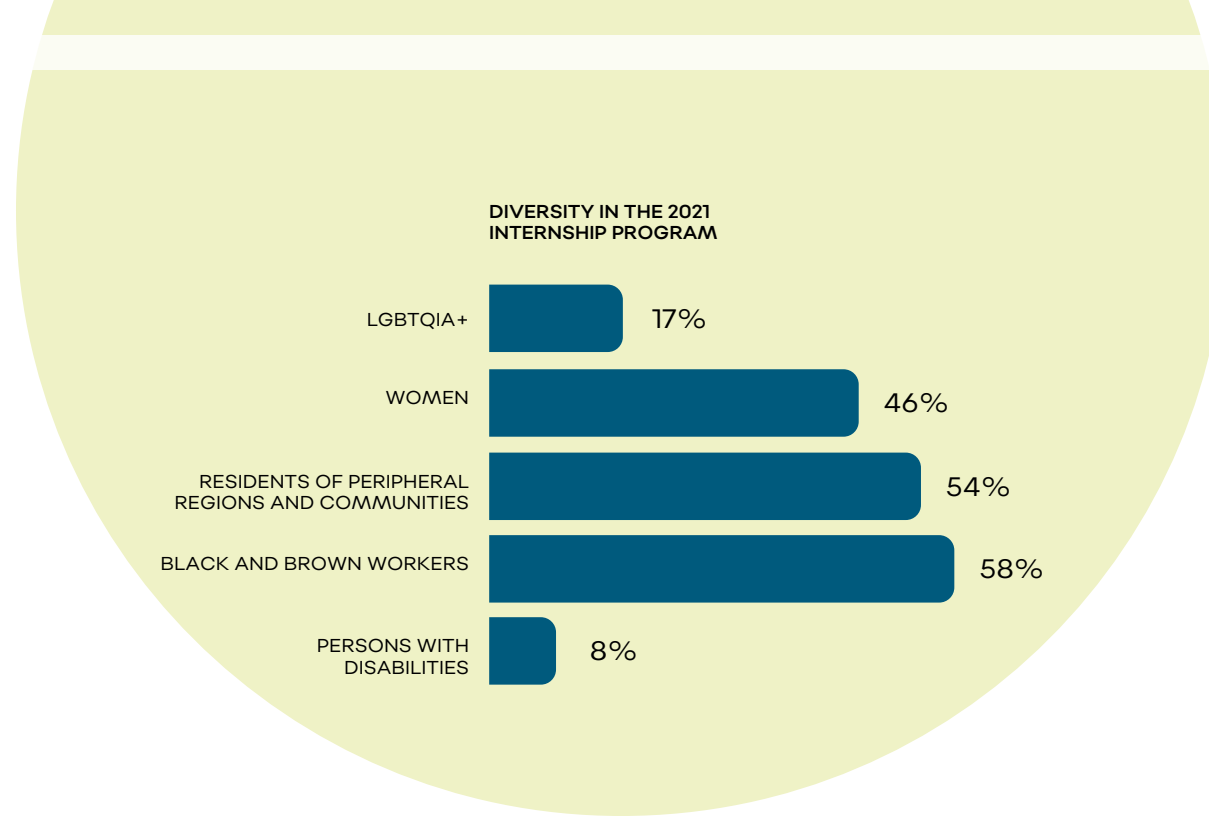
Since 2019, this agenda has been driven by the **Diversity and Inclusion Program**, which organizes actions and projects for attraction, integration, training, development, retention, leadership awareness, and well-being for all members, especially minority groups.

Strengthening a diverse and inclusive work environment is a long-term journey, which was accelerated in 2021. We created the LGBTQIA+

Affinity Group, focused on the topic of diversity in sexual orientation, adding four Groups in the Program: Gender Equity, Persons with Disabilities, Race and Ethnicity, and LGBTQIA+. These teams' work is guided by the Guidelines – the strategic focus for the development of the annual action plan – and included, in 2021, the participation of 24 ambassadors.

We also strengthened the female presence in the forums that support corporate decision-making processes – Executive Committee, Ethics Committee, Risk Management Committee, ESG Committee, Innovation Committee, and Diversity and Inclusion Committee.

In our ESG Strategy, we aim to have at least 50% of women in leadership positions in onshore operations by



2030. The annual targets related to the commitment to increasing the presence of women and minority racial groups in leadership positions has become one of the criteria for the establishment of variable remuneration for executives.

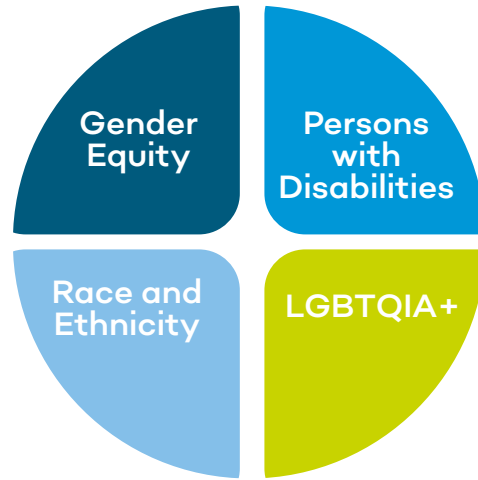
In 2021, progress in the diversity agenda generated outstanding results in the Internship Program, one of the main fronts for attracting talent in our company. Interviews with candidates were conducted “blindly,” in which there is no sharing of personal data or

visual interaction between applicants and leadership selectors, in order to avoid unconscious biases in hiring.

The vacancy requirements and selection criteria were also revised, aiming to open up opportunities for young people from peripheral regions of cities, who did not obtain training in traditional educational institutions for professionals in the oil and gas sector. At the end of the process, 54% of the vacancies were filled by students who live on peripheral regions or in communities.

### THE DIVERSITY AND INCLUSION PROGRAM

4 AFFINITY GROUPS



- 1 Diversity and Inclusion Committee
- 4 top leadership mentors (1 for each AG leader)
- 24 ambassadors

### MILESTONES OF THE PROGRAM

2019	2020	2021
<ul style="list-style-type: none"> <li>• Launch of the Ocyan Diversity and Inclusion Program, with the CEO's Letter of Commitment and a recreational action to raise awareness among members</li> <li>• Formation of Affinity Groups for Gender Equality and Persons with Disabilities</li> <li>• Workshop for the establishment of action plans</li> <li>• Educational lectures for offshore members</li> </ul>	<ul style="list-style-type: none"> <li>• Program governance review</li> <li>• Launch of the Race and Ethnicity Affinity Group</li> </ul>	<ul style="list-style-type: none"> <li>• Launch of the LGBTQIA+ Affinity Group</li> <li>• Launch of the Ocyan Women Program</li> <li>• Inclusion of diversity goals in the executives' Profit-Sharing Plans</li> </ul>

### HIGHLIGHTS OF 2021

**24** empowered diversity ambassadors

**10** meetings of the Diversity Committee and Affinity Groups

**11** live sessions with external speakers

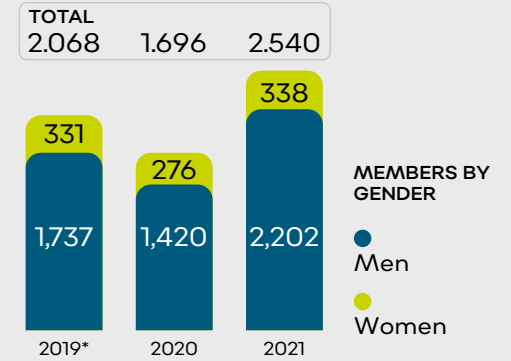
Intersectoral campaign led by Ocyan:



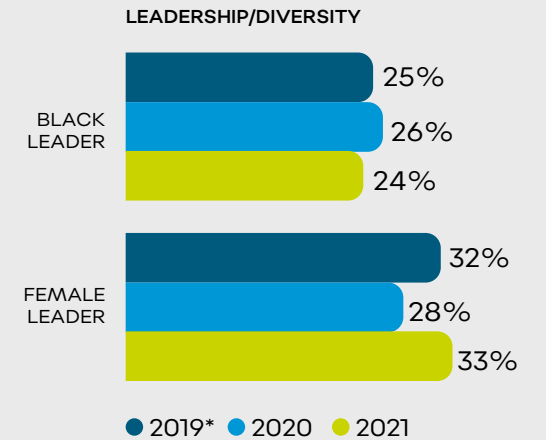
**53** women participating in the Leader Development Program

**50** women in the Ocyan Women Program

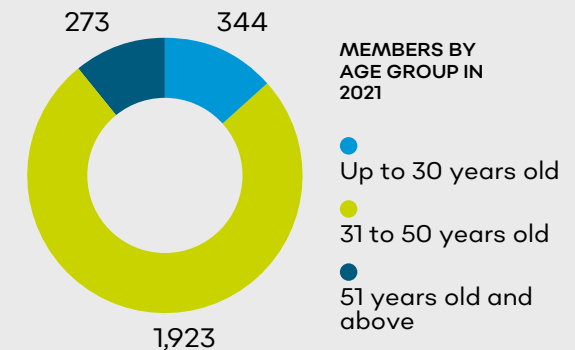
**6** women participating in the IBP (Brazilian Institute of Oil and Gas) Mentorship Program



\* In 2019, it considered Altera&Ocyan professionals.



\* In 2019, it considered Altera&Ocyan professionals.





## Women in our industry

In the oil and gas sector, women still have a significantly lower participation in activities and operations when compared to men. In our company, for example, female members represent 13% of the workforce.

Since 2019, with the launch of the Diversity and Inclusion Program, we have been working to promote gender equity with the aim of contributing to a structural transformation in our industry. In 2020, our Board of Directors added a female independent director in its formation.

In 2021, we held the first edition of the **Ocyan Women Program**. The initiative brought together 48 executives from our company in a series of meetings and lectures on women's potential as leaders, the challenges of professional growth in our industry, and the discovery of tools for self-knowledge.

Our company also led the **O Mar Também É Delas** ("The Sea Also Belongs to Women") campaign, a sectoral initiative focusing on equal treatment and opportunities,

well-being, and respect for women who work or have the ambition to work on board platforms and in port logistics and offshore operations. The movement began with an Ipsos Institute survey commissioned by us to better understand the perceptions of professionals working in the offshore environment.

The survey gathered data, information and testimonies that will support the definition of strategies to promote gender equity in the segment. Additionally, it boosted the creation of a portal with relevant content about the daily life and challenges of professionals working at sea.

The survey indicated, for example, that structural problems affect about seven in ten women working on board. For them, schedule flexibility is one of the biggest benefits of working offshore, but the distance from the family during the periods on board is one of the main reasons that led half of the professionals to consider a career change.



Another initiative that we carried out in 2021 to strengthen the presence of women in the industry was the creation of an apprentice course for welding steel structures aimed exclusively at women. Carried out in partnership with Sistema S ("S System," comprised of nine educational institutions, including SESI and SENAI) for professional education, the initiative made it possible to hire ten women for the area of maintenance and offshore services.

We also conducted the Young Ocyan Practitioners Program, a course aimed at training women as merchant marine practitioners, in partnership with the Merchant Marine Officer Training School (EFOMM). At the end of the course, ten interns were hired as Machine Practitioners.

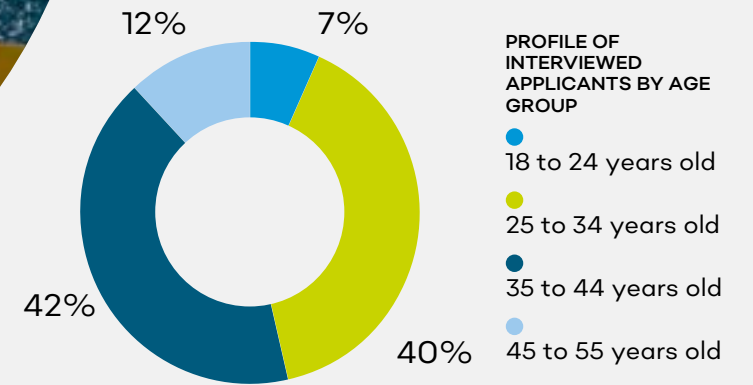
In partnership with SESI, we held an online mini-course on female entrepreneurship. The initiative aimed to broaden the participants' view of the opportunities and possibilities for entrepreneurship in the face of the difficulties brought about by the pandemic, highlighting the importance and feasibility of entrepreneurship as an economic and social engine.



In total, four groups were opened, with 30 vacancies each. Two classes were aimed exclusively at the wives, daughters and mothers of members, in addition to female members of Ocyan themselves; another two were 100% community-oriented, for women of any age over 18 years old.

The course was 100% free of charge. In addition to gender, the selection of participants took into account social situation, race and ethnicity and LGBTQIA+ issues.

# O mar também é delas



**60** interviewees  
30 from Ocyan



**100%** female offshore professionals

**+** To learn more, please visit the **O mar também é delas** portal.

# Communities

In the development of our business, we have the ambition to create opportunities for the social transformation of the communities that are close to our company. Our Social and Environmental Platform, implemented in 2021, guides corporate action with this objective, integrating support for social projects, entrepreneurship and income generation, environmental education, and volunteer actions.

All the financial resources allocated by us to support the projects comprise the company's own resources and do not use tax incentive laws. An important source of project financing is the sale of scrap metal generated at the drilling units for recycling. In 2021, the growth of operations allowed us to increase these resources by more than twofold.

The Platform is based on two axes of action: Local and Human Development and Environmental and Climate Proactivity. The development of initiatives and projects is guided by the Sustainability Policy and the Social and Environmental Responsibility Directive, with monitoring of result indicators and measurement in the Action Program (AP) of the Sustainability area.



**R\$ 533,000**

in social investments  
(+ 122% compared to 2020)

## OCYAN SOCIAL AND ENVIRONMENTAL PLATFORM



### Local and Human Development

- Local skills
- Professional training and entrepreneurship
- Culture
- Sport
- Volunteering



### Environmental and Climate Proactivity

- Cleaner technologies
- Emissions management
- Waste management
- Biodiversity
- Environmental education



**1,096**  
direct and indirect beneficiaries



**R\$ 298,900**  
made in donations



**84 hours**  
dedicated to volunteering\*

\*Projects affected by the pandemic.



**233**  
direct beneficiaries

## Professional qualification

The professional training courses are carried out in partnership with the SESI and SENAI units located in Macaé. In 2021, classes were held for the Logistics Assistant and Platform Assistant training courses.



**41**  
people trained

**2,835**  
candidates


**180**  
training hours



**52**  
hours of human development

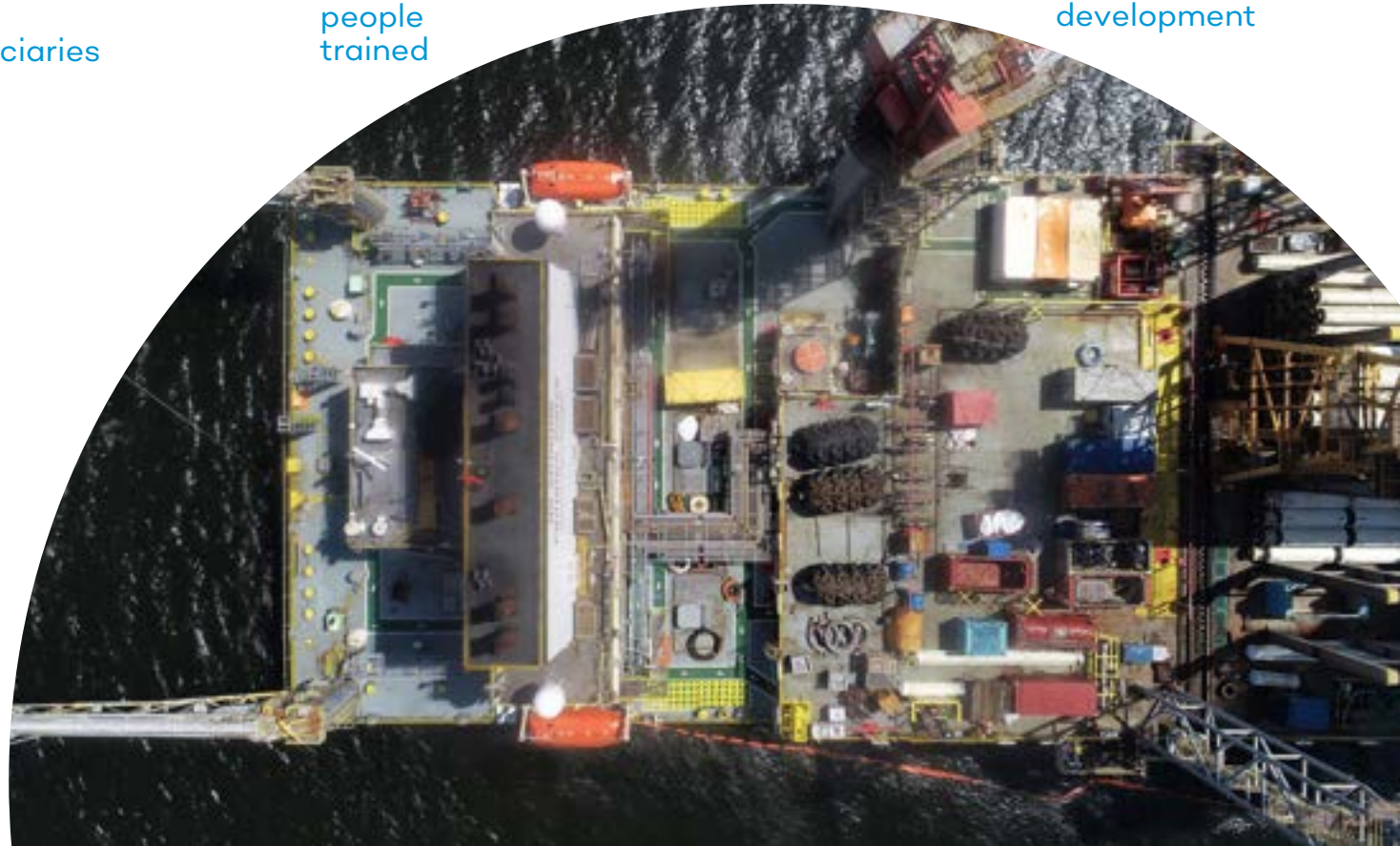
## Pedala Macaé

In 2021, one of the projects carried out within the scope of the Platform was Pedala Macaé, in partnership with the Aromeiazero Institute. The initiative encourages the donation of unused bicycles and promotes the training of people who are interested in generating income from entrepreneurial businesses in the cycling ecosystem.

**100**   
bicycles refurbished and 13 referred to recycling

**11**  
professional training meetings

**30 hours**  
of training



## Norberto Odebrecht Foundation

Our company supports the Norberto Odebrecht Foundation, a private, non-profit institution that promotes the fight against poverty and inequality through the Program for Development and Growth Integrated with Sustainability (PDCIS). Moreover, Ocyan has a member on the Foundation's Board of Trustees, which contributes to ensuring the appropriate allocation of donated resources, acting in the strategic direction, and monitoring the results achieved through social work and the transformation provided to the communities in need where the Foundation operates.

The focus of the PDCIS, which has young people as the main agents of transformation, is to promote sustainable territorial development in regions marked by social vulnerabilities, such as the Southern Lowlands of the state of Bahia. In 2021, we allocated R\$7.4 million so that the Foundation, alongside its partners, could strengthen

family farming through effective actions that leverage the economic growth of the communities served, in harmony with the environment. With the program, the Foundation contributes to the achievement of specific Sustainable Development Goals (SDGs) and integrates itself into the ESG agenda, in line with the growing number of organizations and institutions that incorporate these commitments into their strategy, such as Ocyan.

**R\$ 7.4 million**  
were allocated by our company to support the Norberto Odebrecht Foundation in the development of local development programs



# Pandemic management

As well as safety in operations, the promotion of our members' health is a priority value in our company. This responsible action has become even more relevant in the last two years, with the COVID-19 pandemic and the challenges relating to the operational continuity of our services and activities, which are essential for the whole of society.

The evaluation of the health conditions and the monitoring of the exposure to occupational risks of the members are carried out by a dedicated occupational health team. More than just complying with the law and conducting periodic medical examinations, this multidisciplinary team guides members on healthy habits, clarifies medical doubts in regular consultations and refers professionals to specialized follow-up whenever necessary.

The confidentiality and privacy of individual health information is guaranteed through electronic medical records and computerized health systems. With regard to contractors, we require third-party legal compliance in relation to the assessment of occupational health risks and the performance of periodic examinations.

To specifically address the impacts of the COVID-19 pandemic, we have established, since March 2020, Crisis Committees at business units and at the corporate level. These collegiate bodies are composed of members from different areas and hold periodic meetings to plan measures and monitor indicators associated with the context of the disease.

We reduced personnel at the bases, directing teams to carry out

In 2021



Over **16,000** tests performed

**143** press releases and newsletters

More than **25** educational live sessions

**2,737** members vaccinated



remote work, and suspended non-essential on-board activities at the offshore units. We also adapted the infrastructure of the units with the installation of acrylic partitions, air purifiers, and intensified cleaning routines. Moreover, we adapted our personnel logistics procedures, preserving the health of all workers who were required to be in person at their workplaces.

A corporate dashboard made it possible to monitor various indicators, such as tests performed, confirmed cases, reinfections, hospitalizations, and vaccination stage. Encouraging immunization was one of the main fronts on which we acted in 2021. We held awareness live sessions and launched the institutional campaign "Vaccine: the shortest and safest way."

# Quality of life

The importance of emotional balance and well-being has become even more evident in the last two years, as a result of the impacts of social distancing. To support our members, in 2021, we launched the **SeAmar Program**, which promotes integration and moments of relaxation among professionals.

The initiative covered several live sessions, webinars, recreational and interactive actions, happy hours, theater and stand-up comedy sessions, virtual gastronomy workshops, and indication of special music playlists, among other actions. We also revitalized the streets around our office in Rio de Janeiro, with the aim of improving the members' experience when they arrive and leave work.

Additionally, we have the **Good Practices Program**, with a number of initiatives and benefits to promote the well-being of members.

## Flex Office

Launched in 2021, it offers flexible working arrangements to all onshore members, allowing them to work remotely (from home or from the place of their choice) for up to two days of their weekly shift. Moreover, we offer the remote work mode for some activities and positions that allow the entirety of the execution remotely, with technological support and infrastructure in line with current legislation, ensuring the health, safety, quality, and well-being of all workers.

## Free dress code

With the return of face-to-face activities, we adopted a free dress code policy at the onshore units. Members are enabled to work with the attire they prefer, expressing their individuality and contributing to a more diverse, inclusive, and welcoming work environment.

## Member Support Program (PAI)

Psychological, legal, financial and social assistance for members and their legal dependents in times of need.

## Live sessions on health and well-being

Disclosures and sessions in the format of live sessions and webinars to address physical and mental health topics. In 2021, in addition to care to prevent and treat COVID-19, we addressed topics such as ergonomics, sleep quality, and prevention of stress, depression, and other emotional disorders.

## Benefits

All members are entitled to the health and dental plans offered, in addition to life insurance and a supplementary private pension program.

## Ocyan Baby

Offered to all members, male and female, during the gestation period and in the first months of the baby's life. It includes personalized follow-up with specialized health professionals, extended maternity and paternity leave, support space for collecting and storing breast milk (after returning to work), exclusive spaces for pregnant women, and daycare/nanny assistance, in addition to the Ocyan Baby Kit and informative lectures.

# Corporate **GOVERNANCE**



Our corporate governance structure and processes are aligned with the best market practices to ensure compliance with legislation, transparency and agility in the decision-making process. We are a privately held company, with 100% of its capital belonging to the Novonor Group.



The controlling shareholder, with a recognized history in the areas of infrastructure and engineering, monitors the evolution of the business through the Board of Directors, the company's highest decision-making body. The Board is composed of seven members, four of which are independent, and none of them performs an executive function.

Since 2020, we have once again relied on the participation of a black woman in the collegiate board, this time an

independent director, aiming at greater diversity of knowledge and experiences to accelerate the company's transformation in the new context of the oil and gas industry.

The performance of the Board of Directors is supported by three Advisory Committees, which do not have a deliberative role. These bodies, which include the participation of executive directors, assess topics related to their specialties and make recommendations to management. The roles and responsibilities of each committee are set out in our Governance Policy and the Board of Directors' Internal Regulations.

The execution of the business, in line with the strategic guidelines outlined by the Board of Directors, is carried out by the Executive Board. Since 2021, the company's leadership has been exercised by the CEO and eight other executives with technical knowledge and experience in the areas and segments in which we operate.





**MEMBERS OF OCYAN'S BOARD OF DIRECTORS (2021)**

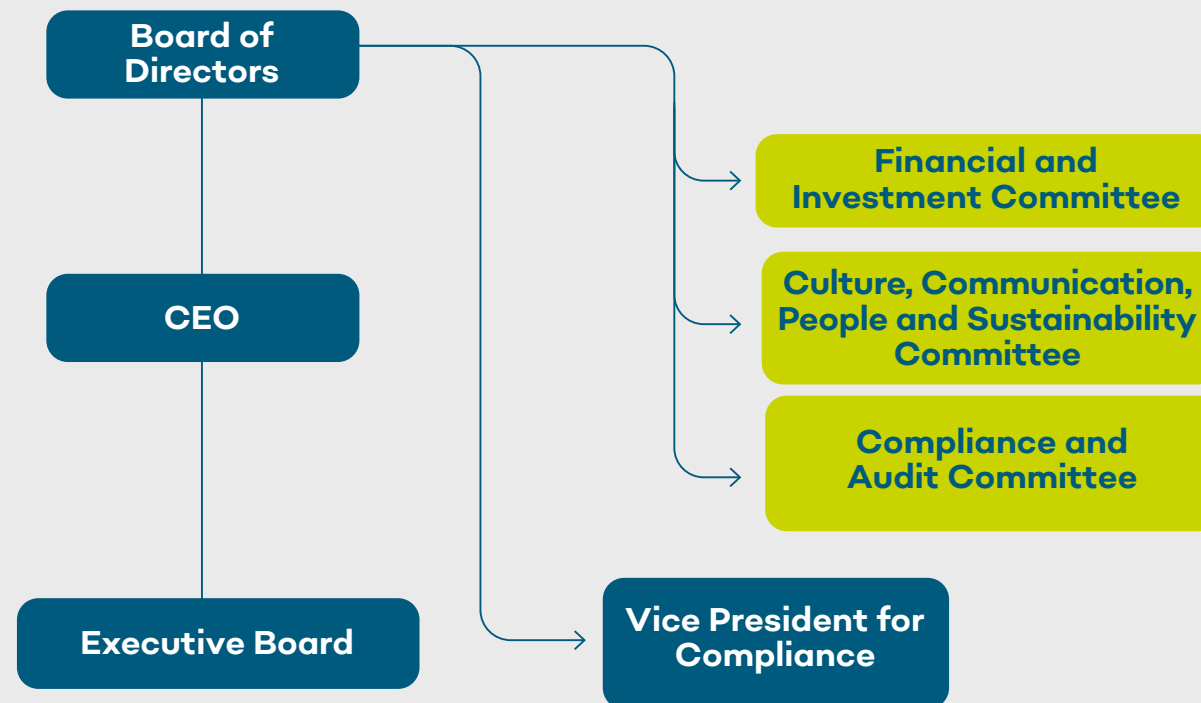
	Term beginning	Term expiry	Position
José Mauro Mettrau Carneiro da Cunha	04/07/2021	2022	Chairman
André Amaro da Silveira	06/30/2020	2022	Independent Member
Roberto Prisco Paraíso Ramos	06/30/2020	2022	Independent Member
Antônio Marco Campos Rabello	06/30/2020	2022	External Member
Hatem Soliman	06/30/2020	2022	Independent Member
Rogério Bautista da Nova Moreira	06/30/2020	2022	External Member
Cristina Lúcia Duarte Pinho	08/03/2020	2022	Independent Member

**MEMBERS OF THE EXECUTIVE BOARD**

Roberto Bischoff <sup>1</sup>	CEO
Heitor Gioppo <sup>1</sup>	Executive Vice-President for Offshore Drilling
Jorge Mitidieri <sup>1</sup>	Executive Vice-President for Integrated Services
Rogério Ibrahim <sup>1</sup>	Vice-President for Finance and Investments
Guilherme Britto <sup>1</sup>	Vice-President for Legal and Governance
Nir Lander <sup>1</sup>	Vice-President for People and Management
Marco Aurélio Fonseca	Vice-President for Sustainability
Rodrigo Lemos	Vice-President for Innovation and New Business
Gilberto Couto <sup>2</sup>	Vice-President for Compliance

1. Statutory Directors.  
2. Reports directly to the Board of Directors.

**GOVERNANCE STRUCTURE**



On our institutional website, we provide extensive information related to the curriculum of executives, governance structures and policies approved by the Board of Directors



To learn more, please visit the corporate governance page.

# Report annexes

## Complement to GRI disclosures

### **GRI 102-10 | Significant changes to the organization and its supply chain**

There was no significant change as established in the requirements of the GRI Standards during the year 2021.

### **GRI 206-1 | Legal actions for anti-competitive behavior, anti-trust, and monopoly practices**

We were not involved in any lawsuits related to unfair competition practices in 2021.

### **GRI 307-1 and 419-1 | Non-compliance with environmental laws and regulations and Non-compliance with laws and regulations in the social and economic area**

There were no records of non-compliance with environmental and socioeconomic laws and regulations in 2021.

### **GRI 403-7 | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships**

Our performance in industry associations contributes to the exchange of good practices in health and safety in the industry. Through the Occupational Health and Safety and Environment groups and committees that we have joined in these associations, we discuss, with market peers and other agents, sectoral initiatives on the subject, which foster the evolution of standards and legislation and work in partnership with regulators, with the aim of promoting a safe and healthy environment throughout the oil and gas value chain.

### **GRI 415-1 | Political contributions**

No donations were made to politicians, parties or candidates for political office in 2021. This practice is prohibited by Ocyan's legislation and regulations.

## GRI 102-8 | Information on employees and other workers

MEMBERS BY GENDER<sup>1</sup>

	2021			2020			2019 <sup>2</sup>		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
By employment contract									
Indefinite period	1,635	288	<b>1,923</b>	1,398	252	<b>1,650</b>	1,706	304	<b>2,010</b>
Fixed term	567	50	<b>617</b>	22	24	<b>46</b>	31	27	<b>58</b>
By working day									
Full time	2,186	295	<b>2,481</b>	1,398	252	<b>1,650</b>	1,706	304	<b>2,010</b>
Part time	16	43	<b>59</b>	22	24	<b>46</b>	31	27	<b>58</b>
By region <sup>3</sup>									
Brazil   Southeast	2,201	333	<b>2,534</b>	1,420	271	<b>1,691</b>	1,729	315	<b>2,044</b>
Brazil   South	0	0	<b>0</b>	0	0	<b>0</b>	8	11	<b>19</b>
Overseas   Austria	1	5	<b>6</b>	0	5	<b>5</b>	0	5	<b>5</b>
By area of activity									
Dynamic Organization (DO) + Austria	111	95	<b>206</b>	109	101	<b>210</b>	78	89	<b>167</b>
Drilling BU	1,057	156	<b>1,213</b>	1,042	136	<b>1,178</b>	1,025	126	<b>1,151</b>
Integrated Services BU	1,034	87	<b>1,121</b>	269	39	<b>308</b>	634	116	<b>750</b>
By work regime									
Offshore	1,667	36	<b>1,703</b>	nd	nd	<b>1,042</b>	nd	nd	<b>1,361</b>
Onshore	535	302	<b>837</b>	nd	nd	<b>654</b>	nd	nd	<b>707</b>
By functional level									
Board	12	0	<b>12</b>	12	0	<b>12</b>	13	1	<b>14</b>
Executives	127	46	<b>173</b>	95	26	<b>121</b>	90	23	<b>113</b>
Staff	272	213	<b>485</b>	270	217	<b>487</b>	303	259	<b>562</b>
Operations	1,791	79	<b>1,870</b>	1,043	33	<b>1,076</b>	1,331	48	<b>1,379</b>

1. Data obtained from the payroll on the base date of 12/31; considers professionals hired under the Consolidation of the Labor Laws (CLT), apprentices, statutory staff, and people hired by overseas subsidiaries.

2. As of 2019, the members of the Altera&Ocyan joint venture were also included.

3. Of the total number of members in 2021, 2,534 worked in Brazil (1,917 with an indefinite-term contract and 617 with a fixed-term employment contract) and 6 worked overseas (Austria). 139 members on leave with an active contract are not covered.

## GRI 405-1 | Diversity of governance bodies and employees

### COMPOSITION OF FUNCTIONAL LEVELS BY GENDER

	2021		2020		2019*	
	Men	Women	Men	Women	Men	Women
Board	100.0%	0.0%	100.0%	0.0%	92.9%	7.1%
Executives	73.4%	26.6%	78.5%	21.5%	79.6%	20.4%
Staff	56.1%	43.9%	55.4%	44.6%	53.9%	46.1%
Operations	95.8%	4.2%	96.9%	3.1%	96.5%	3.5%
<b>Total</b>	<b>86.7%</b>	<b>13.3%</b>	<b>83.7%</b>	<b>16.3%</b>	<b>84.0%</b>	<b>16.0%</b>

\* As of 2019, it considered Altera&Ocyan professionals.

### COMPOSITION OF FUNCTIONAL LEVELS BY AGE GROUP

	2021		
	Up to 30 years old	31 to 50 years old	51 years and above
Board	0.0%	50.0%	50.0%
Executives	1.2%	82.7%	16.2%
Staff	22.5%	69.5%	8.0%
Operations	12.5%	76.8%	10.7%
<b>Total</b>	<b>13.5%</b>	<b>75.7%</b>	<b>10.7%</b>

### COMPOSITION OF THE BOARD OF DIRECTORS

	2021	2020	2019
By gender			
Men	85.7%	85.7%	100.0%
Women	14.3%	14.3%	0.0%
By age group			
Up to 30 years old	0.0%	0.0%	0.0%
31 to 50 years old	28.6%	28.6%	42.9%
51 years old and above	71.4%	71.4%	57.1%

## GRI 302-1 | Energy consumption within the organization

## GRI 302-2 | Energy consumption outside of the organization

## GRI 305-1 | Direct (Scope 1) GHG emissions

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

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

GREENHOUSE GAS INVENTORY – GHG (tCO<sub>2</sub>e)\*

	Base year 2021	Base year 2020	Base year 2019
Scope 1			
Gross emissions	14,812.7	6,935.7	20,317.0
Biogenic emissions	23.1	23.9	42.2
Scope 2			
Location approach	239.8	111.0	187.7
Scope 3			
Gross emissions	471,559.9	493,806.9	606,838.0
Biogenic emissions	256.8	191.7	na

\* The inventory is prepared using the operational control approach and includes CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub> gases.

SCOPE 1 GROSS EMISSIONS BY EMISSION SOURCE (tCO<sub>2</sub>e)

	Base year 2021	Base year 2020	Base year 2019
Combustion – Fixed sources	13,257.6	6,660.9	20,125.0
Combustion – Mobile sources	135.0	130.7	188.0
Fugitive emissions	1,420.1	144.1	4.0
<b>Total</b>	<b>14,812.7</b>	<b>6,935.7</b>	<b>20,317.0</b>

GROSS SCOPE 3 EMISSIONS BY EMISSION SOURCE (tCO<sub>2</sub>e)

	Base year 2021	Base year 2020	Base year 2019
Activities related to fuels and energy	1,569.4	295.3	2,382.4
Upstream transport and distribution	272.9	112.0	811.1
Waste	697.0	555.0	79.4
Business travel	1,828.7	2,187.5	2,388.9
Operation of leased assets	467,191.6	490,549.5	600,821.0
<b>Total</b>	<b>471,559.9</b>	<b>493,806.9</b>	<b>606,837.9</b>

## ENERGY CONSUMPTION (GJ)

	2021	2020	2019
Renewables			
Anhydrous ethanol	228.3	255.9	331.8
Biodiesel	109.3	92.2	55.8
<b>Total</b>	<b>337.7</b>	<b>348.1</b>	<b>387.6</b>
Non-renewable			
Automotive gasoline (commercial)	1,219.1	997.5	1,293.4
Diesel fuel (commercial)	1,048.7	772.6	518.4
Natural gas from wells	41,930.0	73,099.4	74,961.6
Marine diesel oil	125,493.4	20,714.0	208,539.3
<b>Total</b>	<b>169,691.2</b>	<b>95,931.5</b>	<b>285,700.3</b>
Electricity			
Electricity purchased from third parties	6,939.3	6,133.7	9,306.6
<b>Total energy consumed</b>	<b>176,968.1</b>	<b>102,413.4</b>	<b>295,394.5</b>

## ENERGY CONSUMED OUTSIDE THE COMPANY BY ACTIVITY (GJ)

	2021	2020	2019
Upstream (supply chain before the operation)			
Goods and services purchased	nd	2,859.6	4,695.0
Activities related to the fuel and energy sector	237,450.2	55,546.3	278,553.3
Transport and distribution	10,886.2	7,551.9	14,667.6
Business trips	37,001.3	42,700.8	48,208.5
Subtotal	285,337.6	108,658.6	346,124.4
Downstream (chain of partners and clients after the operation)			
Leased assets (downstream)	5,973,191.8	6,681,365.4	7,705,694.3
<b>Total</b>	<b>6,258,529.5</b>	<b>6,790,024.0</b>	<b>8,051,818.7</b>

**GRI 306-3 | Waste generated**

We do not have waste storage facilities. Thus, 100% of the waste generated is destined in the same period. In 2021, the generation of waste totaled 1,980 metric tons (11.6% reduction in the annual comparison). For more information, please refer to the responses to GRI 306-4 and 306-5.

**GRI 306-4 | Waste diverted from disposal****WASTE DESTINED BY TREATMENT METHODS THAT ALLOW REINSERTION INTO PRODUCTION CHAINS (T)**

	2021			2020*			2019*		
	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total
Re-refining	641.8	0.0	<b>641.8</b>	900.3	0.0	<b>900.3</b>	475.1	0.0	<b>475.1</b>
Co-processing	370.8	142.5	<b>513.4</b>	379.7	131.9	<b>511.6</b>	270.2	1.1	<b>271.3</b>
Recycling	35.2	585.0	<b>616.8</b>	18.3	596.3	<b>614.6</b>	5.7	468.6	<b>474.3</b>
Recovery	10.0	0.0	<b>10.0</b>	9.1	0.0	<b>9.1</b>	25.4	13.4	<b>38.8</b>
Reconditioning	2.7	0.0	<b>2.7</b>	3.6	0.0	<b>3.6</b>	4.9	0.0	<b>4.9</b>
Depressurization	0.8	0.0	<b>0.8</b>	0.2	0.0	<b>0.2</b>	0.0	0.0	<b>0.0</b>
Decontamination	0.7	0.0	<b>0.7</b>	10.5	0.0	<b>10.5</b>	0.5	0.0	<b>0.5</b>
Reprocessing	0.7	0.0	<b>0.7</b>	1.7	0.0	<b>1.7</b>	0.0	0.0	<b>0.0</b>
Processing	0.4	0.0	<b>0.4</b>	2.5	0.0	<b>2.5</b>	0.0	0.0	<b>0.0</b>
Composting	0.0	0.0	<b>0.0</b>	0.0	0.6	<b>0.6</b>	0.0	0.0	<b>0.0</b>
<b>Total</b>	<b>1,063.1</b>	<b>727.6</b>	<b>1,790.6</b>	<b>1,325.9</b>	<b>728.8</b>	<b>2,054.7</b>	<b>781.7</b>	<b>483.1</b>	<b>1,264.8</b>

\* Historical data restated.

**GRI 306-5 | Waste directed to disposal****WASTE DESTINED BY FINAL DISPOSAL METHODS (T)**

	2021			2020*			2019*		
	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total	Hazardous	Non-hazardous	Total
Autoclave	0.6	0.0	<b>0.6</b>	0.7	0.0	<b>0.7</b>	0.0	0.0	<b>0.0</b>
Class I landfill	0.3	0.0	<b>0.3</b>	0.4	0.0	<b>0.4</b>	1.4	0.0	<b>1.4</b>
Class II landfill	0.3	190.4	<b>190.7</b>	1.0	171.7	<b>172.7</b>	1.7	264.7	<b>266.4</b>
Destruction/ detonation	0.1	0.0	<b>0.1</b>	0.2	0.0	<b>0.2</b>	0.1	0.0	<b>0.1</b>
Incineration	0.0	0.0	<b>0.0</b>	3.9	0.0	<b>3.9</b>	1.4	0.0	<b>1.4</b>
Incineration (energy recovery)	0.0	0.6	<b>0.6</b>	0.0	6.3	<b>6.3</b>	0.0	75.4	<b>75.4</b>
<b>Total</b>	<b>1.3</b>	<b>191.0</b>	<b>192.3</b>	<b>6.1</b>	<b>178.0</b>	<b>184.2</b>	<b>4.6</b>	<b>340.2</b>	<b>344.7</b>

\* Historical data restated.

## GRI 306-4 | Waste diverted from disposal

## COMPOSITION OF TOTAL WASTE DESTINED BY TREATMENT METHODS THAT ALLOW REINSERTION INTO PRODUCTION CHAINS (T)

	2021	2020*	2019*
<b>Hazardous</b>			
Used oil	643.9	900.3	475.1
Contaminated waste	351.8	336.0	263.4
Chemical product	23.0	26.2	4.0
Batteries	22.0	10.3	10.4
Drum / tank	10.0	18.3	6.0
Electronic scrap	8.9	9.6	4.9
Sludge	1.2	1.0	0.0
Lamps	0.9	3.2	16.1
Aerosol cans	0.8	0.2	0.0
Cartridge	0.4	0.4	0.1
Pharmaceutical	0.3	0.2	0.1
Infectious-contagious	0.1	0.0	0.0
Oily sludge	0.0	20.3	1.6
<b>Subtotal</b>	<b>1,063.0</b>	<b>1,325.9</b>	<b>781.7</b>
<b>Non-hazardous</b>			
Metal	479.3	510.6	370.2
Wood	160.8	133.4	9.7
Plastic	39.6	33.9	44.2
Paper/cardboard	32.4	31.8	48.3
Tetra Pak packaging	6.5	3.0	0.0
Vegetable oil	3.4	8.7	0.1
Glass	1.2	3.4	2.5
Organic	0.9	1.0	0.0
Common waste	0.4	0.0	0.0
Metal cans	0.0	2.0	8.2
Rubber	0.0	1.0	0.0
<b>Subtotal</b>	<b>724.6</b>	<b>728.8</b>	<b>483.1</b>
<b>Total</b>	<b>1,787.7</b>	<b>2,054.7</b>	<b>1,264.8</b>

\* Historical data restated.

## GRI 306-5 | Waste directed to disposal

## COMPOSITION OF TOTAL WASTE (HAZARDOUS + NON-HAZARDOUS) DESTINED BY FINAL DISPOSAL METHOD (T)

	2021	2020*	2019*
<b>Hazardous</b>			
Chemical product	0.4	3.7	1.1
Electronic scrap	0.4	0.0	1.1
Infectious-contagious	0.3	1.2	0.3
Pyrotechnic	0.1	0.2	0.1
Pharmaceutical	0.1	0.0	0.0
Cartridge	0.1	0.1	0.1
Batteries	0.0	0.3	0.4
Lamps	0.0	0.0	0.3
Sludge	0.0	0.0	0.3
Contaminated waste	0.0	0.6	0.7
<b>Subtotal</b>	<b>1.3</b>	<b>6.1</b>	<b>4.6</b>
<b>Non-hazardous</b>			
Common waste	155.1	161.6	231.7
Organic	24.2	0.0	16.1
Gardening waste	9.0	0.0	0.0
Rubber	1.0	0.0	0.0
Glass	1.0	0.1	1.0
Wood	0.6	6.3	91.5
Construction rubble	0.0	9.9	0.0
<b>Subtotal</b>	<b>191.0</b>	<b>178.0</b>	<b>340.2</b>
<b>Total</b>	<b>192.3</b>	<b>184.2</b>	<b>344.7</b>

\* Historical data restated.



# GRI content index

GRI STANDARD	DISCLOSURE	PAGE	OMISSIONS	GLOBAL COMPACT	SDG
<b>GRI 101   Foundation 2016</b>					
<b>General disclosures</b>					
	<b>Organizational profile</b>				
	102-1   Name of the organization	8	-	-	-
	102-2   Activities, brands, products, and services	8	-	-	-
	102-3   Location of headquarters	8	-	-	-
	102-4   Location of operations	8	-	-	-
	102-5   Ownership and legal form	56	-	-	-
	102-6   Markets served	8	-	-	-
	102-7   Scale of the organization	10, 11 and 44	-	-	-
	102-8   Information on employees and other workers	44, 47 and 59	-	6	8 and 10
	102-9   Supply chain	32	-	-	-
<b>GRI 102   General disclosures 2016</b>	102-10   Significant changes to the organization and its supply chain	58	-	-	-
	102-11   Precautionary Principle or approach	27	-	-	-
	102-12   External initiatives	25	-	-	-
	102-13   Membership of associations	26	-	-	-
	<b>Strategy</b>				
	102-14   Statement from senior decision-maker	3 and 4	-	-	-
	102-15   Key impacts, risks, and opportunities	14, 15, 23 and 24	-	-	-
	<b>Ethics and integrity</b>				
	102-16   Values, principles, standards, and norms of behavior	8, 16, 19, 22, 42 and 43	-	10	16
	102-17   Mechanisms for advice and concerns about ethics	17 and 18	-	10	16

For the Materiality Disclosures Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. The service was performed on the Portuguese version of the Report.



GRI STANDARD	DISCLOSURE	PAGE	OMISSIONS	GLOBAL COMPACT	SDG
<b>GRI 101   Foundation 2016</b>					
	<b>Governance</b>				
	102-18   Governance structure	56 and 57	-	-	-
	102-19   Delegating authority	56	-	-	-
	102-22   Composition of the highest governance body and its committees	57	-	-	5 and 16
	102-23   Chair of the highest governance body	57	-	-	16
	102-26   Role of highest governance body in setting purpose, values, and strategy	23 and 56	-	-	-
	102-29   Identifying and managing economic, environmental, and social impacts	14 and 15	-	-	16
	102-30   Effectiveness of risk management processes	15	-	-	-
	102-31   Review of economic, environmental, and social topics	15	-	-	-
	102-32   Highest governance body's role in sustainability reporting	5	-	-	-
	<b>Stakeholder engagement</b>				
	102-40   List of stakeholder groups	6	-	-	-
	102-41   Collective bargaining agreements	44	-	3	8
	102-42   Identifying and selecting stakeholders	6	-	-	-
	102-43   Approach to stakeholder engagement	6	-	-	-
	102-44   Key topics and concerns raised	6	-	-	-
	<b>Reporting practice</b>				
	102-45   Entities included in the consolidated financial statements	5	-	-	-
	102-46   Defining report content and topic Boundaries	6	-	-	-
	102-47   List of material topics	6	-	-	-
	102-48   Restatements of information	40	-	-	-
	102-49   Changes in reporting	5	-	-	-
	102-50   Reporting period	5	-	-	-
	102-51   Date of most recent report	5	-	-	-
	102-52   Reporting cycle	5	-	-	-
	102-53   Contact point for questions regarding the report	5	-	-	-
	102-54   Claims of reporting in accordance with the GRI Standards	5	-	-	-
	102-55   GRI content index	64, 65, 66, 67, 68, 69, 70 and 71	-	-	-
	102-56   External assurance	5	-	-	-
<b>GRI 102   General disclosures 2016</b>					

GRI STANDARD	DISCLOSURE	PAGE	OMISSIONS	GLOBAL COMPACT	SDG
<b>Material topic   Economic performance</b>					
<b>GRI 103   Management approach 2016</b>	103-1   Explanation of the material topic and its Boundary	9, 10 and 11	-	-	-
	103-2   The management approach and its components	9, 10 and 11	-	-	-
	103-3   Evaluation of the management approach	9, 10 and 11	-	-	-
<b>GRI 201   Economic performance 2016</b>	201-1   Direct economic value generated and distributed	11	-	-	8 and 9
<b>Material topic   Ethics and integrity</b>					
<b>GRI 103   Management approach 2016<sup>1</sup></b>	103-1   Explanation of the material topic and its Boundary	16, 17, 18 and 19	-	-	-
	103-2   The management approach and its components	16, 17, 18 and 19	-	-	-
	103-3   Evaluation of the management approach	16, 17, 18 and 19	-	-	-
<b>GRI 205   Anti-corruption 2016</b>	205-2   Communication and training about anti-corruption policies and procedures	17	-	10	16
	205-3   Confirmed incidents of corruption and actions taken	18	-	10	16
<b>GRI 206   Anti-competitive behavior 2016</b>	206-1   Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	58	-	-	16
<b>GRI 415   Public policy 2016</b>	415-1   Political contributions	58	-	10	16
<b>Material topic   Compliance</b>					
<b>GRI 103   Management approach 2016<sup>2</sup></b>	103-1   Explanation of the material topic and its Boundary	16, 17, 18 and 19	-	-	-
	103-2   The management approach and its components	16, 17, 18 and 19	-	-	-
	103-3   Evaluation of the management approach	16, 17, 18 and 19	-	-	-
<b>GRI 307   Environmental compliance 2016</b>	307-1   Non-compliance with environmental laws and regulations	58	-	8	16
<b>GRI 419   Socioeconomic compliance 2016</b>	419-1   Non-compliance with laws and regulations in the social and economic area	58	-	-	16

1. The management approach refers to all GRI topics within the material topic "Ethics and integrity."  
 2. The management approach refers to all GRI topics within the material topic "Compliance."

GRI STANDARD	DISCLOSURE	PAGE	OMISSIONS	GLOBAL COMPACT	SDG
<b>Material topic   Environmental impacts</b>					
<b>GRI 103   Management approach 2016<sup>3</sup></b>	103-1   Explanation of the material topic and its Boundary	35, 36, 37, 38 and 39	-	-	-
	103-2   The management approach and its components	35, 36, 37, 38 and 39	-	-	-
	103-3   Evaluation of the management approach	35, 36, 37, 38 and 39	-	-	-
<b>GRI 201   Economic performance 2016</b>	201-2   Financial implications and other risks and opportunities due to climate change	23, 24 and 37	-	7	13
<b>GRI 302   Energy 2016</b>	302-1   Energy consumption within the organization	61	-	7 and 8	7, 8, 12 and 13
	302-2   Energy consumption outside of the organization	61	-	8	7, 8, 12 and 13
<b>GRI 303   Water and effluents 2018</b>	303-1   Interactions with water as a shared resource	39	-	8	6 and 12
	303-2   Management of water discharge-related impacts	39	-	8	6
	303-3   Water withdrawal	39	-	7 and 8	6
	303-4   Water discharge	39	-	7 and 8	6
	303-5   Water consumption	39	-	7 and 8	6
<b>GRI 305   Emissions 2016</b>	305-1   Direct (Scope 1) GHG emissions	36 and 61	-	7 and 8	3, 12, 13, 14 and 15
	305-2   Energy indirect (Scope 2) GHG emissions	36 and 61	-	7 and 8	3, 12, 13, 14 and 15
	305-3   Other indirect (Scope 3) GHG emissions	36 and 61	-	7 and 8	3, 12, 13, 14 and 15
<b>Material topic   Diversity and equal opportunities</b>					
<b>GRI 103   Management approach 2016</b>	103-1   Explanation of the material topic and its Boundary	46, 47, 48 and 49	-	-	-
	103-2   The management approach and its components	46, 47, 48 and 49	-	-	-
	103-3   Evaluation of the management approach	46, 47, 48 and 49	-	-	-
<b>GRI 405   Diversity and equal opportunity 2016</b>	405-1   Diversity of governance bodies and employees	46, 47 and 60	-	6	5 and 8

3. The management approach refers to all GRI topics within the material topic "Environmental impacts."

GRI STANDARD	DISCLOSURE	PAGE	OMISSIONS	GLOBAL COMPACT	SDG
<b>Material topic   Workers' health and safety</b>					
<b>GRI 103   Management approach 2016</b>	103-1   Explanation of the material topic and its Boundary	27, 28, 29, 30, 31, 53 and 54	-	-	-
	103-2   The management approach and its components	27, 28, 29, 30, 31, 53 and 54	-	-	-
	103-3   Evaluation of the management approach	27, 28, 29, 30, 31, 53 and 54	-	-	-
<b>GRI 403   Occupational health and safety 2018</b>	403-1   Occupational health and safety management system	27	-	-	8
	403-2   Hazard identification, risk assessment, and incident investigation	28, 29 and 30	-	-	8
	403-3   Occupational health services	54	-	-	8
	403-4   Worker participation, consultation, and communication on occupational health and safety	28 and 29	-	-	8 and 16
	403-5   Worker training on occupational health and safety	28 and 29	-	-	8
	403-6   Promotion of worker health	53	-	-	3
	403-7   Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	58	-	-	8
	403-8   Workers covered by an occupational health and safety management system	27	-	-	8
	403-9   Work-related injuries	30	-	-	3, 8 and 16
<b>Material topic   Customer satisfaction</b>					
<b>GRI 103   Management approach 2016</b>	103-1   Explanation of the material topic and its Boundary	9 and 10	-	-	-
	103-2   The management approach and its components	9 and 10	-	-	-
	103-3   Evaluation of the management approach	9 and 10	-	-	-
<b>Material topic   Risk management</b>					
<b>GRI 103   Management approach 2016</b>	103-1   Explanation of the material topic and its Boundary	14 and 15	-	-	-
	103-2   The management approach and its components	14 and 15	-	-	-
	103-3   Evaluation of the management approach	14 and 15	-	-	-

GRI STANDARD	DISCLOSURE	PAGE	OMISSIONS	GLOBAL COMPACT	SDG
<b>Material topic   Innovation and technology</b>					
<b>GRI 103   Management approach 2016</b>	103-1   Explanation of the material topic and its Boundary	12 and 13	-	-	-
	103-2   The management approach and its components	12 and 13	-	-	-
	103-3   Evaluation of the management approach	12 and 13	-	-	-
<b>Material topic   Relationship with communities</b>					
<b>GRI 103   Management approach 2016<sup>4</sup></b>	103-1   Explanation of the material topic and its Boundary	50, 51 and 52	-	-	-
	103-2   The management approach and its components	50, 51 and 52	-	-	-
	103-3   Evaluation of the management approach	50, 51 and 52	-	-	-
<b>GRI 203   Indirect economic impacts 2016</b>	203-1   Infrastructure investments and services supported	50, 51 and 52	-	-	5, 9 and 11
<b>GRI 413   Local communities 2016</b>	413-1   Operations with local community engagement, impact assessments, and development programs	50, 51 and 52	-	1	-
<b>Material topic   Responsibility in supplier management</b>					
<b>GRI 103   Management approach 2016<sup>5</sup></b>	103-1   Explanation of the material topic and its Boundary	32 and 33	-	-	-
	103-2   The management approach and its components	32 and 33	-	-	-
	103-3   Evaluation of the management approach	32 and 33	-	-	-
<b>GRI 204   Procurement practices 2016</b>	204-1   Proportion of spending on local suppliers	33	-	-	8
<b>GRI 308   Supplier environmental assessment 2016</b>	308-2   Negative environmental impacts in the supply chain and actions taken	32 and 33	-	8	-
<b>GRI 414   Supplier social assessment 2016</b>	414-2   Negative social impacts in the supply chain and actions take	32 and 33	-	2	5, 8 and 16

4. The management approach refers to all GRI topics within the material topic "Relationship with communities."

5. The management approach refers to all GRI topics within the material topic "Responsibility in supplier management."

GRI STANDARD	DISCLOSURE	PAGE	OMISSIONS	GLOBAL COMPACT	SDG
<b>Material topic   Waste management</b>					
<b>GRI 103   Management approach 2016</b>	103-1   Explanation of the material topic and its Boundary	40	-	-	-
	103-2   The management approach and its components	40	-	-	-
	103-3   Evaluation of the management approach	40	-	-	-
<b>GRI 306   Waste 2020</b>	306-1   Waste generation and significant waste-related impacts	40	-	8	3, 6, 11 and 12
	306-2   Management of significant waste-related impacts	40	-	8	3, 6, 11 and 12
	306-3   Waste generated	62	-	8	3, 11 and 12
	306-4   Waste diverted from disposal	40, 62 and 63	-	8	3, 11 and 12
	306-5   Waste directed to disposal	40, 62 and 63	-	8	3, 11 and 12
<b>Material topic   Developing people</b>					
<b>GRI 103   Management approach 2016<sup>6</sup></b>	103-1   Explanation of the material topic and its Boundary	44, 45 and 54	-	-	-
	103-2   The management approach and its components	44, 45 and 54	-	-	-
	103-3   Evaluation of the management approach	44, 45 and 54	-	-	-
<b>GRI 401   Employment 2016</b>	401-2   Benefits provided to full-time employees that are not provided to temporary or part-time employees	54	-	-	3, 5 and 8
<b>GRI 404   Training and education 2016</b>	404-1   Average hours of training per year per employee	45	-	6	4, 5, 8 and 10
	404-2   Programs for upgrading employee skills and transition assistance programs	44 and 45	-	-	8

6. The management approach refers to all GRI topics within the material topic "Developing people."

GRI STANDARD	DISCLOSURE	PAGE	OMISSIONS	GLOBAL COMPACT	SDG
<b>Material topic   Respect for human rights</b>					
<b>GRI 103   Management approach 20167</b>	103-1   Explanation of the material topic and its Boundary	20	-	-	-
	103-2   The management approach and its components	20	-	-	-
	103-3   Evaluation of the management approach	20	-	-	-
<b>GRI 406   Non-discrimination 2016</b>	406-1   Incidents of discrimination and corrective actions taken	18	-	6	5 and 8
<b>GRI 407   Freedom of association and collective bargaining 2016</b>	407-1   Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	20	-	3	8
<b>GRI 408   Child labor 2016</b>	408-1   Operations and suppliers at significant risk for incidents of child labor	20	-	5	8 and 16
<b>GRI 409   Forced or compulsory labor 2016</b>	409-1   Operations and suppliers at significant risk for incidents of forced or compulsory labor	20	-	4	8
<b>GRI 410   Security practices 2016</b>	410-1   Security personnel trained in human rights policies or procedures	20	-	1	16
<b>GRI 411   Rights of indigenous peoples 2016</b>	411-1   Incidents of violations involving rights of indigenous peoples	20	-	1	2
<b>GRI 412   Human rights assessment 2016</b>	412-1   Operations that have been subject to human rights reviews or impact assessments	20	-	1	-
	412-2   Employee training on human rights policies or procedures	20	-	1	-
	412-3   Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	20	-	-	-

7. The management approach refers to all GRI topics within the material topic "Respect for human rights."

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