

# Autopista Río Magdalena



## ANNUAL SUSTAINABILITY REPORT

# 2022



# Welcome Message and Presentation of the Report

**GRI** 2-2 and 2-3

Welcome to Autopista Río Magdalena (ARM) 2022 Annual Sustainability Report. Throughout these pages, we will explore in detail the achievements of the 2022 exercise resulting from our solid Sustainability Strategy, providing a complete view of our financial results and our performance in the economic, social, and environmental dimensions.

The content has been based on the 2021 Materiality Analysis. This process allowed us to identify with precision the critical aspects of our industry, the primary risks we face, as well as the significant impacts. In addition, we have considered the sustainability aspects that are relevant to both our shareholders and our main stakeholders.

Through this report, we share ARM successes in its operations, highlighting the positive impacts we have achieved in our environment.

... This report has been prepared rigorously following the Global Reporting Initiative standards.

<b>Web site</b>	<a href="https://www.autopistamagdalena.com.co/">https://www.autopistamagdalena.com.co/</a>
<b>Chief Executive Officer</b>	Alejandro Niño Arbeláez
<b>Business Sector</b>	Transportation infrastructure operators
<b>Activity</b>	Pure track transportation infrastructure operator
<b>Country</b>	Colombia
<b>Countries in which ALEATICA operates</b>	México, España, Perú, Chile, Colombia e Italia
<b>Dissemination of the Annual Sustainability Report</b>	Autopista Río Magdalena website and e-mail.
<b>Review of the sustainability report</b>	This report is reviewed by the General Management, Area Directors and Head of Sustainability.
<b>Report preparation cycle</b>	Annual
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## Sustainable Vision

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# Message from the General Director of ARM

GRI 2-22

At Autopista Río Magdalena (ARM), we reaffirm our commitment to sustainability. As part of this dedication, we are proud to present our second sustainability report.

This report represents another step in our pursuit to align our strategic objectives with environmental, social, and governance responsibilities. During this process, we have taken on significant challenges, such as identifying and evaluating our environmental and social impacts resulting from our activities.

Engaging in a comprehensive exercise to identify our impacts gives us the opportunity to improve our decisions and contribute to both the Sustainable Development Goals (SDGs) and the consolidation of a culture based on transparency.

Our commitment is strong and resolute. This report reflects our progress in the five pillars that reflect our materiality matrix: Security is First, Passion for the Team, Excellence in Service, Social and Environmental Sustainability, and Corporate Integrity.

From our pillar of **Security is First**, our Occupational Health and Safety Management System (OH&S MS) represents the central axis of our strategy to safeguard the health and well-being of our collaborators. In 2022, we achieved **ISO 45001:2018 certification**, reaffirming our commitment to the continuous improvement







of our OH&S MS. We made progress in the implementation of several key programs such as **Behavior-Based Safety (BBS), Near Miss Program, and Job Hazard Analysis (JHA)**. **We had a 5% increase in man-hours worked (MHW), and there were two (2) minor work-related accidents recorded for the year 2022,** compared to the previous year.

Regarding our users' safety, **despite a 32% increase in road accidents compared to the previous year, we managed to reduce the number of fatalities by 25%**. We have also rehabilitated 49 kilometers of road, paying particular attention to the creation of third passing lanes covering a total of 18 kilometers, mainly in climbing sections. These works reflect our unwavering commitment to road safety and constant improvement of transport infrastructure.

We are aware that our collaborators are the fundamental basis for achieving our strategic objectives, which sustains our **Passion for the Team**. For 2022, **we highlighted the successful implementation of the Reimagine program, with 95% adherence of administrative personnel at the Bogotá headquarters,** reducing commuting times to the workplace. We have also improved our facilities by opening the Control Center in Porto Berrio and renovating the offices

in Maceo to create more comfortable and brighter spaces. **The cross-sectional standardization of positions** according to corporate policies, applying a contribution model developed by Mercer, and **training on the new Code of Ethics and Conduct,** have strengthened our values and professional behavior standards.

From the **Service Excellence pillar,** in 2022, our efforts were reflected in outstanding satisfaction survey results: **100% of our users expressed satisfaction with the response time to their concerns, 98% affirmed having received clear answers about their complaints, and 85% experienced prompt responses to their concerns.**

**We have also complied 100% with contractual indicators** such as: toll booth response time (O3), incident response time (O4) and accident and emergency response time (O5), providing efficiency to travel on our project and confidence to our users. This has been reflected in the **satisfaction surveys** (Net Promoter Score) of our road assistance service, where an increase in the satisfaction score was evidenced, **reaching 100%** compared to the 98% recorded for the year 2021.

We concluded the delivery and implementation of Intelligent Transport Systems (ITS) in the UF4, covering

elements such as messaging panels, S.O.S. posts, surveillance cameras, and communication systems, among other components. Likewise, we have started the **Vehicular Electronic Collection (REV), reaching 551 transactions** with this payment method at the Puerto Berrio toll.

We operate under **Social and Environmental Sustainability** standards, where our main priority is to drive Sustainable Development in the regions where we operate, committing to manage our activities responsibly. In 2022, **we increased by 86.8% the investment for our Social Management and our Environmental and Social Responsibility plan,** compared to the previous year. We also **provided a total of 1882 hours of training in entrepreneurship and productive projects, participatory environmental management, and community participation and social control.**

In the environmental area, the challenges we face in ARM focus on reducing greenhouse gas (GHG) emissions, for which we have implemented specific strategies. **We achieved our commitment of reducing GHG emissions in Scope 1,** but experienced an increase in emissions in Scope 2 and 3 due to resource and energy requirements necessary for the start of operations of Functional Unit 3 in 2023, which led to an increase in our direct and indirect emissions.







With the goal of achieving zero emissions by 2050, we have **established a GHG mitigation strategy committing to reduce emissions in Scopes 1 and 2 by 10.5% by 2030.**

We are proud to have obtained **ISO 14001:2015 certification**, which not only **reflects our work on sustainability and compliance with norms and regulations** but also **evidences our continuous search for environmental operational efficiency.** Also, we verified our emissions for the years 2019 and 2021 in accordance with ISO 14064-1:2018. This allows us to follow the principles of the continuous improvement cycle PHVA and to face more effectively the challenges posed by the global climate crisis.

In terms of our **Corporate Integrity pillar**, in 2022, **we managed to maintain an environment free of corruption cases and suspicious conduct, thanks to the commitment of our stakeholders to our anti-corruption policies.** In the same period, no legal cases or relevant controversies regarding sustainability (E&S) issues were presented. A total of 26 due diligence analyses were carried out, and 5 interaction reports with public officials were signed, which were subject to special supervision, **based on our commitment to strengthening our Compliance processes.**

We also **held four training sessions on the Code of Ethics and Conduct and the Anti-Corruption Policy for all our collaborators.**

In the field of **Human Rights, we have established a solid process of business due diligence in our operations.** This process empowers us to proactively identify and mitigate human rights risks as well as to take preventive, corrective or remedial actions as required by our responsibility to ensure respect for human rights.

We are aware that advancing in sustainability poses challenges in the development of our operations. We are firmly committed to the future of sustainability and consider it a priority that requires the unwavering commitment of the entire ARM team to constant improvement.

...  
Alejandro  
Niño Arbeláez

...  
Executive Director of  
Autopista Río Magdalena  
...







# Head of Sustainability and Customer Service

GRI 2-22

Our sustainability strategy is perfectly in line with ALEATICA sustainable policies and strategies.

In our DNA, we consider unwavering respect for Universal Principles essential. Therefore, we tirelessly strive to ensure compliance with Human Rights, Labor Standards, Environmental Protection, and anti-corruption in all our operations.

In addition, our commitment to the Sustainable Development Goals (SDGs) motivates us to make specific contributions in the economic, social, and environmental areas, to advance towards the goals established in the 2030 Agenda.

At ARM, sustainability represents a commitment that guides our actions and decisions. During 2022, in the social dimension, we ensure the well-being of our collaborators and users through effective policies. Also, we collaborate closely with the local communities in which we operate, to have a positive impact on adults, children, families, vulnerable populations, and the environment, by

generating employment, supporting capacity and skills development for productive projects, and promoting respect, diversity, and inclusion, for sustainable development in the Region. In the environmental dimension, we carry out periodic impact measurements with the firm purpose of preserving Biodiversity and finding optimal solutions to reduce the impact caused by our operations. We are committed with continuing to advance in the creation and consolidation of a strategy that contributes towards addressing climate change in our operational areas.

Measuring our impacts related to material issues has allowed for a comprehensive analysis, highlighting our strengths and contributions in each priority area, while also identifying opportunities for improvement. Therefore, this sustainability exercise not only highlights our current achievements, but also establishes goals for the future.

Therefore, we continue working on multiple fronts to strengthen our business strategy, following the direction set by organizational sustainability as our guide.

Finally, we want to thank our strategic allies with whom we have worked to successfully develop all initiatives, demonstrating that working together facilitates obtaining positive results that undoubtedly contribute to the economic, social, and environmental development of the region where we operate.

## Keren Muriel Vargas

Head of Sustainability and Customer Service







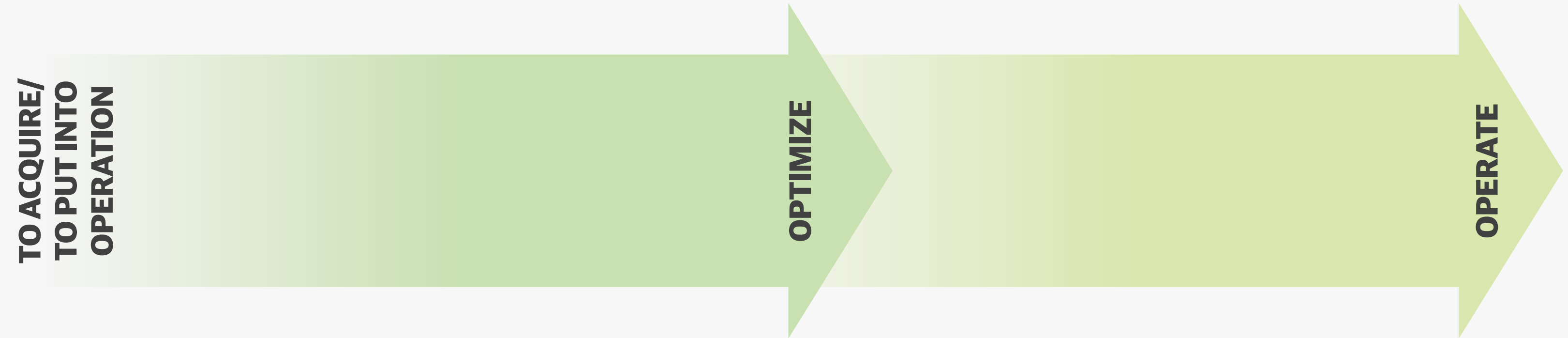
# Our Business

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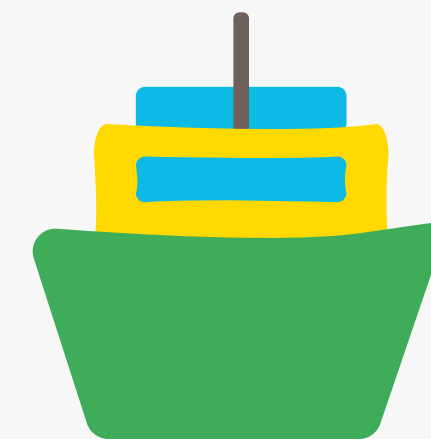


# Who we are and what we do



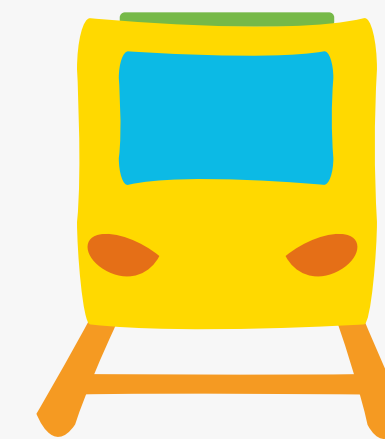
## Urban Highways

Smart mobility for metropolitan areas and interstate corridors



## Commercial ports

Connection to world markets: Europe, Asia, Africa and Latin America



## Routes railways

5.2 Million passengers/year



## Airports

8 Million passenger/year

Autopista Río Magdalena is the Concessionaire society responsible for funding, building, operating, maintaining, and conserving the road sections of Remedios, Alto de Dolores, Puerto Berrío, and Ruta del Sol Connection.

It was established in November 2014 as a subsidiary of ALEATICA, a pure transport infrastructure operator with 20 concessions and operations in Europe and Latin America (6 countries). ALEATICA, established in 2018, was created to offer safe and sustainable mobility solutions supported by cutting-edge technology that anticipates the needs of users. Currently, it belongs to IFM Global Infrastructure Fund, which is managed by IFM investors.





# Corporate Philosophy

We work every day to improve the quality of life for our users, employees, shareholders, and suppliers, as well as the conditions in our environment. We develop technological projects for sustainable mobility and create

partnerships with organizations committed to environmental care. Through our actions, we create safe roads. Therefore, the pillars of the company are strengthened in all our actions and projects.



## Safety comes first

Safety has always been and will always be our top priority. We take care of each client, each person, and each collaborator. It is an attitude present in the culture of ARM.



## Passion for the team

Our people, with their commitment, passion, and vision, make possible the achievement of results and the mission that we propose as a company. We recognize the effort, commitment, and collaboration. We enjoy both our professional and personal lives.



## Excellence in Service

Our reason for being is people, and we owe them our best. We attend to and take care of our users, applying a systemic and innovative approach to provide a high-value service. We are allies of our users.



## Social and Environmental Sustainability

If what we generate is not sustainable, it is not development. We respect and strive to improve the social and environmental environment in which we operate. We promote human rights and drive social inclusion.



## Corporate Integrity

**We apply the highest standards of corporate governance.** We adopt the best international practices to ensure transparency. We seek efficiency and integrity in the service provided, guaranteeing our users the best service quality.





### **Net Sales** (Colombian Pesos Million)

**708,8** (million pesos)

Net sales in 2022 amounted to 708.8 billion Colombian pesos, which represents a marked increase compared to the 477.9 billion pesos recorded in 2021 and the 214.0 billion pesos reported in 2020.

### **Investment in assets**

**2,717.8** (million pesos)

Investment in assets in 2022 rose to 2,717.8 billion pesos, showing a noticeable increase compared to the 1,985.4 billion pesos in 2021 and the 1,059.1 billion pesos in 2020.

### **Profit after tax**

**-124,770** (million pesos)

Profit after tax in 2022 was -124.770 billion pesos, which represents a significant decrease compared to the -11.962 billion pesos in 2021 and the 26.102 billion pesos in 2020. These figures reflect a significant change in the direction of financial results over these three years, going from positive profits to considerable losses.

### **Total Employee Compensation**

**9,133** (million pesos)

The total employee compensation in 2022 reached 9.133 billion pesos, showing a slight increase compared to the 8.997 billion pesos in 2021 and the 8.088 billion pesos in 2020. These data highlight gradual changes in compensation over these three years, with constant growth in this aspect.





# Main activities of the organization

**GRI** 2-1, 2-2 and 2-6

ARM is a society whose sole purpose is to subscribe and execute the concession contract derived from Public Tender No. VE-IP-LP-006-2013 carried out by the National Infrastructure Agency (ANI), whose objective is the realization of final studies and designs, financing, environmental, land, and social management, construction, improvement, rehabilitation, operation, maintenance, and reversal of the Autopista al Río Magdalena 2 Concession created in November 2014. Operations began in 2015.





# Geographical location

## ARM in Colombia



155 Collaborators



83 Km in operation



70,3 Km to be built



3,258 TMEP  
(Equivalent Average Paying Traffic)



ARM is a commercial society, a type of Simplified Stock Corporation, with Colombian nationality incorporated under the laws of the Republic of Colombia, specifically Law 1258 of 2008.

The Autopista al Río Magdalena 2 project corridor is located in both Antioquia and Santander departments, with the aim of connecting the southwestern and central-

western parts of the country directly with the Port of Cartagena and the northern part of the country and northeast of Antioquia with the Ruta del Sol Concession through Puerto Berrío. The project is projected to become one of the most important road corridors in the country.

The complete concession is composed of the following functional units:

Functional Unit	Description
<b>Functional Unit 1</b>	This is a section of 35.7 km of new roadway to be built, which runs between the municipalities of Remedios and Vegachí in the Department of Antioquia. As part of the scope of this functional unit, the construction of a new toll station located in the Santa Isabel area is included.
<b>Functional Unit 2</b>	This is a section of 34.8 km of new roadway construction between the Municipality of Vegachí and the area called Alto de Dolores in the Department of Antioquia. As part of the scope of this functional unit, the construction of a new toll station in Vegachí is included.
<b>Functional Unit 3</b>	This is a section of 49 km of existing roadway between the area of Alto de Dolores and the Municipality of Puerto Berrío in the Department of Antioquia, on which rehabilitation and 33 improvement points are to be carried out, encompassing between PR 41+059 (Alto de Dolores area) and PR 90+800 of the RN 6206. The Puerto Berrío Toll Station is also part of this section, located at PR 85+150.
<b>Functional Unit 4</b>	This is a section of 34 km consisting of the construction of a new roadway of 14 km (alternative route to the Municipality of Puerto Berrío), the improvement of 10 km between PR 103+445 and PR 114+048, and the operation and maintenance of 10 km of the sections between PR 90+800 and PR 95+197 (West Access to Puerto Berrío) and PR 98+443 and PR 103+445 (Access to Puerto Berrío East - Puerto Olaya in the Department of Santander) of RN 6206. The construction of the 1,360 m bridge over the Magdalena River is also part of this functional unit.





## Location of Offices



### Main Administrative Office

Carrera 17 No. 93-09, Bogotá D.C., Colombia.



### Emergency Care Center (CAE)

Calle 51 No. 2-06 Puerto Berrío, Antioquia.



### Social User Service Centers

- Carrera 6 No. 4-24, Barrio El Hoyo, Puerto Berrío, Antioquia.
- Carrera 30 No. 29-14 Maceo, Antioquia.
- Carrera 49 No. 49-16 and 49-22 Vegachí, Antioquia.



## Markets Served

Our concessioned roadway has an area of influence that covers the Municipality of Cimitarra in the Department of Santander and the municipalities of Puerto Berrío, Maceo, Yalí, Vegachí, and Remedios in the Department of Antioquia.

Its main client is the National Infrastructure Agency (ANI), which is a special nature national state agency of the decentralized sector of the National Executive Branch, with corporate legal authority, its own assets, and administrative, financial, and technical autonomy, attached to the Ministry of Transport, according to decree 4165 of November 3, 2011.

The ANI aims to plan, coordinate, structure, contract, execute, administer, and evaluate concession projects and other forms of Public-Private Partnership (PPP) for the design, construction, maintenance, operation, administration, and/or exploitation of public transportation infrastructure in all modes and related services.

The main reason for ARM existence is to fulfill its obligation to the roadway's users, who are the direct beneficiaries of the tasks assigned, including pedestrians, cyclists, motorcyclists, drivers, and passengers of vehicles (cars, trucks, vans, buses, and trucks) that use the road daily.





## Annual Traffic

In 2022, an annual traffic of **71,793,091 vehicle-kilometers (veh-km)** was recorded, marking a significant increase compared to the years 2020 and 2021, which recorded 37,550,520 veh-km and 48,975,990 veh-km, respectively. **This represents an increase of 91% compared to 2020 and a 46% increase compared to 2021**, evidencing a notable growth in traffic activity during the period. The increase in 2022 was mainly due to the start of the operation of Functional Unit 4.

## Services Provided

In 2022, ARM provided the following services in accordance with the concession agreement:

Variable	Value	Variable	quantity
<b>Km in operation</b>	83	Manual cleaning of transverse works' eviction channels (m)	17,890
<b>Average Traffic Equivalent Paying Equivalent (TMEP)</b>	3,258	Cleaning of metal fenders (m)	165,339
<b>Km under construction</b>	70.3	Removal of fallen trees (unit)	32
<b>Routine maintenance (km)</b>	83	Bridge cleaning (unit/month)	88
<b>Cleaning of vertical signs</b>	8,820	Road corridor operation (km)	83
<b>Cleaning of transverse drainage works (unit)</b>	3,504	Ambulance services (unit)	435
<b>Cleaning of longitudinal drainage works (km-road)</b>	434	Workshop car services (unit)	642
<b>Maintenance of green areas (sprinkling, collection and cleaning) m<sup>2</sup></b>	2,668,040	Crane services (unit)	1,032 (between heavy and light services)
<b>Landslide removal (m<sup>3</sup>)</b>	2,421	Crane services (unit)	634





# Sustainability Management

**GRI 2-28; 2-23; 2-12 and 2-29**

Every day, we strive to improve the quality of life and the conditions in our environment. We develop technological projects focused on sustainable mobility and build partnerships with entities that share our commitment to environmental preservation.

## Materiality Analysis and Stakeholder Engagement

**GRI 2-24, 2-29, 3-1, 3-2 and 3-3**

The Materiality Analysis or relevant sustainability issues is a strategic process of creating value that allows the identification and allocation of importance of economic, social, and environmental issues for ARM and our stakeholders.

Through the community information and participation program, we have developed a communication strategy aimed at strengthening the positioning and reputation of ALEATICA and ARM, as

well as relationships with our stakeholders, with the aim of consolidating a relationship of trust with our key stakeholders. We have implemented a comprehensive communication strategy to keep all stakeholders informed and up to date about all project developments, not only the communities in the area of influence but also those who show interest in our company. To achieve this, we have carried out the following activities:

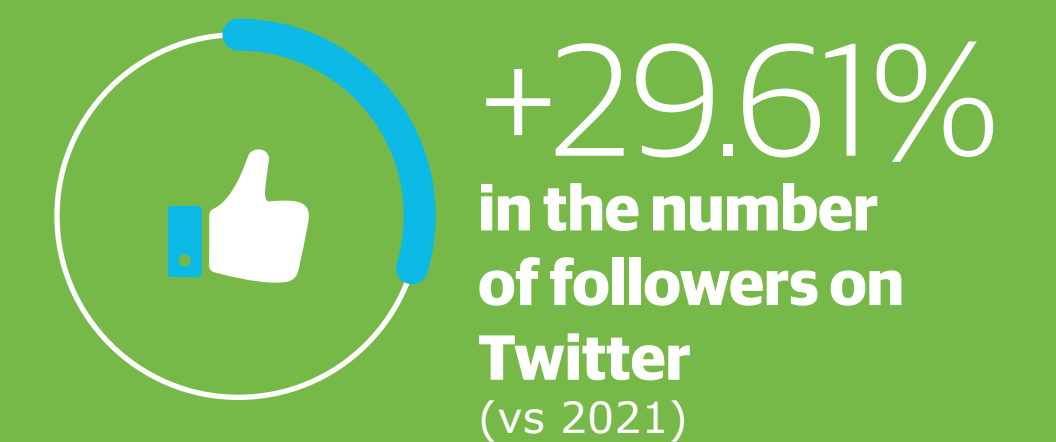
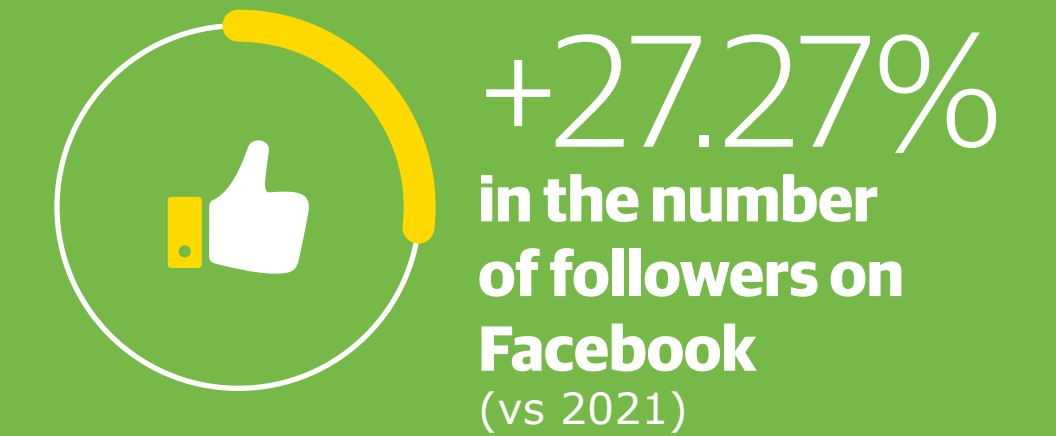
- 1 Continuous monitoring of media and opinion leaders.
- 2 Preparation and distribution of newsletters, press releases, and website notes.

- 3 Issuance of radio and television programs called "Magazín Conéctate al Magdalena". These programs are broadcast locally. This has allowed us to expand the coverage of information, where we share the project's progress and specific activities carried out in collaboration with communities near the project.

- 4 We disseminate initiatives, achievements, and strategic actions through our corporate social media, which includes Facebook and Twitter.

## Digital Presence

In 2021, we implemented an organic social media strategy on Facebook and Twitter. As a result of this strategy, in 2022, we achieved an increase of 27.27% in our followers on the Facebook platform and an increase of 29.61% on Twitter.







... In 2021, we conducted our first Materiality  
... Analysis using the following methodology:

**A**

We conducted an evaluation of the level of maturity and control in collaboration with all key areas and obtained a rating of 76% according to sustainability criteria. During this process, we identified practices, policies, and programs oriented towards the following themes:

- Transparency and Corporate Governance
- Business Ethics
- Stakeholder Engagement and Materiality
- Passion for the Team
- Occupational Health and Safety
- Sustainable Development with Social Impact
- Sustainable Development with Environmental Impact
- Human Rights
- Excellent Customer Service

**B**

We used the following standards as a reference: GRI Standards, SASB, MAS, IFC, Ecuador Principles, UN- Guiding Principles on Business and Human Rights, IFM, Spanish Law (11/2018), and Italian Law.

**C**

We carried out an analysis of ARM most relevant stakeholders to establish effective dialogue and apply surveys.

**D**

Identification of environmental and social impacts in ARM value chain.

**E**

Risk characterization by the Risk Management department and alignment of material issues.

**F**

Dialogue with the following stakeholders:

- Investors (1)
- Management and executives (17)
- Office and operational employees (100)
- Strategic suppliers (20)
- Municipalities (3)
- Emergency response partners (2)
- Strategic partners (3)

**G**

After identifying our stakeholders, we proceeded to define a representative sample and developed a survey that covered a wide range of material issues. This survey incorporated relevant issues related to the three pillars of sustainability: environmental, social, and economic, taking into account issues of high relevance both in our sector and in the context in which we operate.

**H**

After concluding the dialogue with the stakeholders, we developed the materiality matrices and highlighted the relevant sustainability issues that must be addressed in line with ARM local priorities.





Thirteen topics of utmost importance have been identified, on which ARM will focus its efforts in the coming years:

**Environmental legal compliance 1**

**Occupational safety 2**

**Ensure road conditions 3**

**Occupational health 4**

**Emergency management and road assistance 5**

**Water consumption and discharge 6**

**7 Materials and waste**

**8 Training, education and awareness in the community**

**9 Monitoring and ensuring compliance with Human Rights**

**10 Support for socio-premises management**

**11 Working conditions and work environment**

**12 Business ethics, anti-corruption and ethical whistleblower mechanism**

**13 Risk management**



Similarly, we identified five topics that, despite receiving lower scores (4 and 5), we have determined to require our commitment and support to ensure compliance at ARM. These topics are:

 Human Rights in business

 Gender Equality and Violence

 Inclusion of people with disabilities

 Supplier Strengthening and Evaluation

 Risks from Climate Change

Next, we present the "Sustainability Canvas", a tool that provides detailed information, facilitating a deep understanding of our materiality determination process in 2021.





# CANVAS

## Key activities

- Operation of the highway (Toll Collection)
- Maintenance and upkeep of road infrastructure
- Basic related services
- Emergency attention
- Work activity (construction of new sections)
- Acquisition of land

## Key Allies

- Chamber of Commerce of Antioquia
- National Apprenticeship Service (SENA)
- ARL
- Government
- National Infrastructure Agency
- National Police
- Firefighters
- National Road Safety Agency
- Communicated of the area of influence
- Mayors' Offices
- Contractors
- Suppliers of inputs, goods and services (local)
- Financial institutions (Santander)

## Natural resources

- Water
- Forestry (wood, paper, seed)
- Stone resources (cement, sand, etc.)
- Petroleum derivatives
- Mineral resources

## Technological resources

- | Tangibles  | Intangibles  |
|--|--|
| Cell phones, computers, radios, printers, tablets, cameras | Internet   |
| Transportation tools                                       | Control and monitoring platforms; software (Covidtraker, Due diligence, e-mail, SICC, ERP) |
| Specific equipment for tolls                               |  |

## Energy resources

- Grid power
- Power plants in toll zone

## Value proposition

- Special connectivity
- Reduction of travel times
- Reduced fuel consumption during travel
- Safety during the trip
- Emergency services
- Avoidance of problems
- Alternative means of transportation

## Users

- | Customers                            | Benefits                     |
|--------------------------------------|------------------------------|
| Heavy traffic                        | Local communities            |
| International transport (passengers) | Cargo and passenger carriers |
| Light traffic                        |                              |
| Motorcyclist traffic                 |                              |

## Valorization

- Re-use of pavement

## Channels

- Social networks (Facebook, Twitter, YouTube)
- Regional channel
- Web page
- Physical office / physical document
- Radio stations in Santander and Antioquia
- Electronic mail
- On-site events (social and environmental)
- Telephone

### INCOME

- Tolls Puerto Berrío
- ANI future vigencies
- Credits, no financial closings yet

- Bridge loans with Banco Santander
- Contributions from partners
- Income from available accounts

### COSTS

- Track operation and maintenance
- Payroll and training
- Purchase of supplies
- Administrative operations

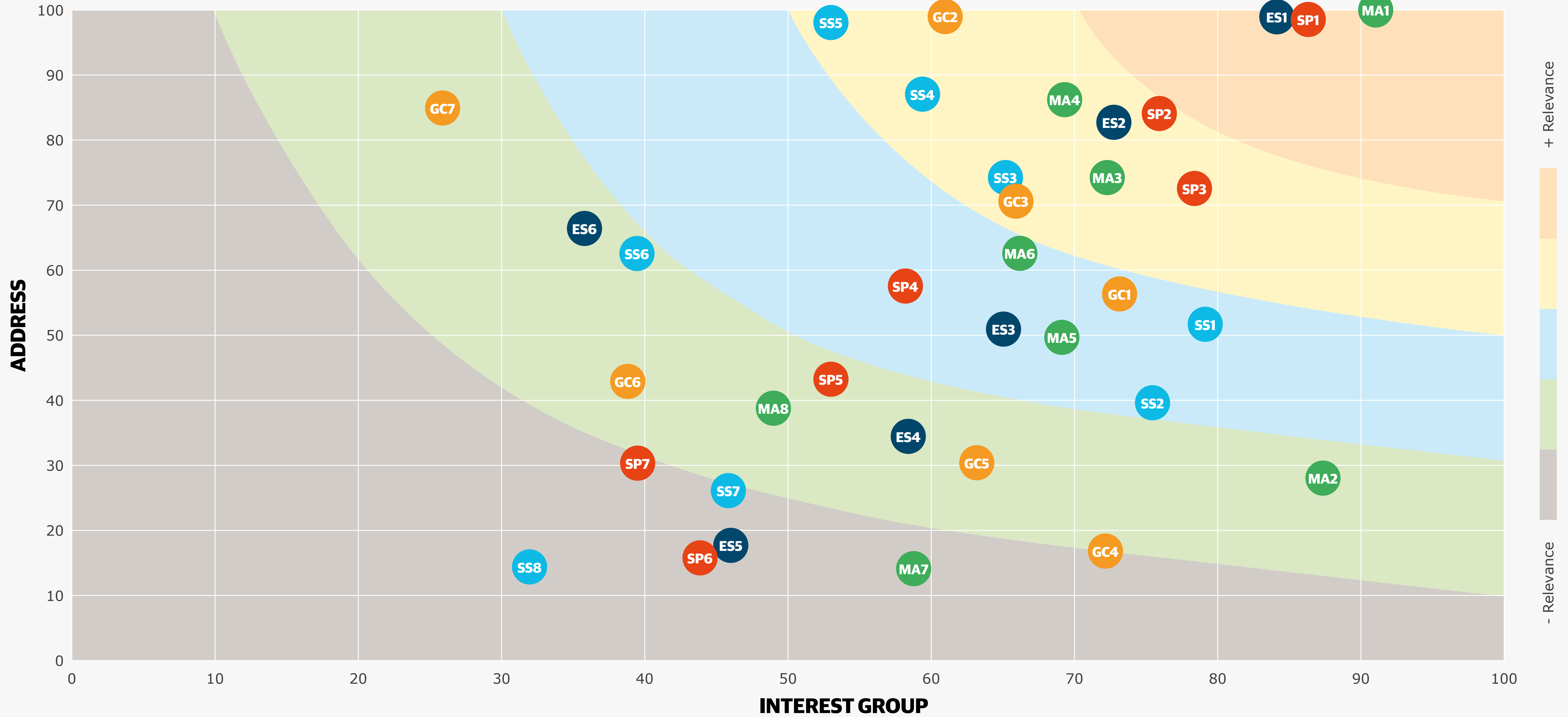
- Operation and maintenance of work tools
- National Police

- Construction contracts
- Acquisition of real estate
- Social relations (social / productive projects)





# Materiality Matrix







### Relevance level



### Control

Freedom to decide, act and have an impact on the subject matter



### Maturity

No progress; there is something written or some action; there is some document and action; it is communicated with GI; it is measured and improved

#### Passion for the team/ SAFETY FIRST (PARTNERS)

	Relevance levels	Control	Maturity
<b>SP1</b> Occupational safety	<b>1</b>		<b>90%</b>
<b>SP2</b> Occupational health	<b>2</b>		<b>90%</b>
<b>SP3</b> Working conditions and work environment	<b>2</b>		<b>90%</b>
<b>SP4</b> Training and education	<b>3</b>		<b>90%</b>
<b>SP5</b> Talent management	<b>4</b>		<b>75%</b>
<b>SP6</b> Diversity, equality in the workplace, inclusion and non-discrimination	<b>5</b>		<b>50%</b>
<b>SP7</b> Family and work life balance	<b>5</b>		<b>75%</b>

#### SERVICE EXCELLENCE/ SAFETY FIRST (USERS)

	Relevance levels	Control	Maturity
<b>ES1</b> Ensure optimal road conditions	<b>1</b>		<b>75%</b>
<b>ES2</b> Emergency management and road assistance	<b>2</b>		<b>75%</b>
<b>ES3</b> Operating model and business continuity	<b>3</b>		<b>100%</b>
<b>ES4</b> Service and user support	<b>4</b>		<b>100%</b>
<b>ES5</b> IT security and cybersecurity	<b>5</b>		<b>100%</b>
<b>ES6</b> Health risk	<b>4</b>		<b>75%</b>

#### SOCIAL SUSTAINABILITY

	Relevance levels	Control	Maturity
<b>SS1</b> Linkage of Labor	<b>3</b>		<b>75%</b>
<b>SS2</b> Information and community participation	<b>3</b>		<b>75%</b>
<b>SS3</b> Community training, education and awareness raising	<b>2</b>		<b>75%</b>
<b>SS4</b> Monitoring and ensuring human rights compliance	<b>2</b>		<b>58%</b>
<b>SS5</b> Support for socio-premises management	<b>2</b>		<b>75%</b>
<b>SS6</b> Support for institutional management capacity	<b>4</b>		<b>75%</b>
<b>SS7</b> Social evaluation of suppliers	<b>5</b>		<b>50%</b>
<b>SS8</b> Preventive archeology	<b>5</b>		<b>100%</b>





**ENVIRONMENTAL SUSTAINABILITY**

	Relevance levels	Control	Maturity
<b>MA1</b> Environmental legal compliance	1		90%
<b>MA2</b> Biodiversity	4		100%
<b>MA3</b> Consumption and discharge of water	2		50%
<b>MA4</b> Materials and Waste	2		50%
<b>MA5</b> Power consumption	3		50%
<b>MA6</b> Measuring and reducing carbon footprint	3		50%
<b>MA7</b> Environmental assessment to suppliers	5		
<b>MA8</b> Climate risk	4		25%

**CORPORATE GOVERNANCE**

	Relevance levels	Control	Maturity
<b>GC1</b> Relationship and appropriate communication with stakeholders	3		75%
<b>GC2</b> Business ethics, anti-corruption and ethical whistleblower mechanism	2		100%
<b>GC3</b> Risk management	2		90%
<b>GC4</b> Transparency and accountability	4		91%
<b>GC5</b> Regulatory assessment and compliance	4		90%
<b>GC6</b> CSR information management and reporting	4		75%
<b>GC7</b> Structure and governance	4		100%







# Management Approach

Next, we detail the management approach we have implemented to address each of the material topics, aligning them with our five strategic pillars:

	Security is First	Passion for the Team	Service Excellence	Social and Environmental Sustainability	Corporate Integrity
<b>Material issues</b>	<ul style="list-style-type: none"> <li>Occupational health and safety</li> <li>Occupational health</li> </ul>	<ul style="list-style-type: none"> <li>Working Conditions and Work Climate</li> <li>Training and education</li> <li>Diversity and equal opportunities</li> </ul>	<ul style="list-style-type: none"> <li>User experience, ensuring road conditions</li> <li>Emergency management and road assistance</li> <li>Operation model and operational continuity</li> </ul>	<ul style="list-style-type: none"> <li>Water</li> <li>Energy</li> <li>Carbon footprint measurement and reduction</li> <li>Biodiversity</li> <li>Adaptation to climate change</li> <li>Materials and Waste</li> <li>Human rights monitoring and enforcement</li> <li>Local communities</li> </ul>	<ul style="list-style-type: none"> <li>Business ethics</li> <li>Management of actual and potential impacts</li> <li>Compliance with legislation and regulations</li> <li>Cybersecurity</li> <li>Corporate governance</li> </ul>
<b>Management approach</b>	<ul style="list-style-type: none"> <li>Through the Safety Management System (SMS) we identify, assess and manage safety risks at ARM. In this way, we seek to improve workplace safety, reduce accidents and injuries, and comply with safety standards and regulations.</li> <li>In Road Safety, we have implemented the Accident Reduction Program (ARP). We address three key risk factors: infrastructure, user behavior, and vehicle condition. Through this approach, we seek to reduce the incidence of accidents among our users.</li> <li>In 2022, the number of injuries recorded was 119, 5% less than in 2021; likewise, in 2022 there were a total of 3 fatalities in user accidents, which means a 25% reduction in fatalities compared to 2021.</li> </ul>	<ul style="list-style-type: none"> <li>Our human talent management seeks to create a safe and welcoming environment, promoting a healthy organizational climate and providing a stimulating experience for our employees. Our focus is on professional development and diversity to mitigate the loss of talent and turnover we have faced.</li> </ul>	<ul style="list-style-type: none"> <li>We apply a systemic and innovative approach to offer a high level of service. We strive to anticipate and meet the changing needs of our users, using multiple contact channels and improving our processes. We leverage technology to provide excellent service for our customers' journeys.</li> </ul>	<ul style="list-style-type: none"> <li>ARM uses an environmental management system focused on the identification, prevention, mitigation and compensation of environmental impacts associated with our operations. This is aligned with our strategic sustainability plan that seeks to generate added value not only to our investors but also to the environment.</li> </ul>	<ul style="list-style-type: none"> <li>We have a Code of Ethics and Conduct, together with an Anti-Corruption Policy, which establish commitments and responsibilities for our day-to-day activities in all our operating locations.</li> </ul>





# Sustainable Development Goals

We work hard to ensure that ARM business strategy and operations are aligned with the Ten Universal Principles related to human rights, labor standards, environment, and anti- corruption. This allows us to take concrete actions that increasingly drive the achievement of the Sustainable Development Goals (SDGs). At ARM, we are contributing both directly and indirectly to the achievement of 15 of these goals. Likewise, these goals are aligned with the 10 Principles of the Global Compact, to which ALEATICA voluntarily contributes.

At ARM, we guide our actions following the vision of the Global Sustainability Management, which is based on the Corporate Sustainability Policy and Standard. These guidelines aim to make us an agent of well-being that provides both social and environmental benefits. Along these lines, ARM implements programs and projects focused on addressing the specific needs of communities in the regions where we operate. In this way, we seek to generate a positive and measurable impact on society and the natural environment, thus contributing to the sustainability of Our Business.



# Sustainability Strategy

The Global Sustainability Management bases its strategy on ALEATICA Sustainability Policy and Standard, which were updated and improved in 2022. These guidelines aim to be an agent of well-being that contributes to social and environmental aspects.

## Our Principles

- 1** Add value to all ARM stakeholders, such as users, communities, shareholders, collaborators and third parties, through internal and external social and environmental investment.
- 2** Culture of Social and Environmental Sustainability, based on the implementation of national and international standards.
- 3** Compliance with social and environmental regulations and other legal requirements applicable to the organization.
- 4** Respect, protection and promotion of the Human Rights of the company's stakeholders.





# Sustainability Commitments

**GRI 2-23**



Implement a Sustainability Strategic Plan that allows us to diagnose and prioritize social and environmental needs, both internally and externally.



Support the implementation of the Safety First Plan by providing road safety education workshops to communities, neighbors, and users.



Periodically report to stakeholders on the actions implemented and the results in terms of Social and Environmental Sustainability, as well as the impact generated.



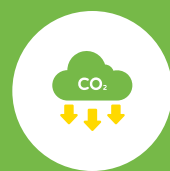
Collaborate with all areas of the organization to develop programs and projects that address the most relevant issues and evaluate impacts.



Conduct Sustainability workshops on internal and external topics, aimed at integrating the culture of Sustainability and directed at stakeholders.



Allocate economic, human, and technical resources that have a positive impact in environmental and social terms.



Assess physical and transitional risks associated with climate change and contribute to reducing carbon emissions, waste, and pollutants, as well as promoting energy efficiency through projects, actions, and initiatives.



Meet the Sustainable Development Goals (SDGs) of the 2030 Agenda, as ALEATICA is a member of the United Nations Global Compact.



Communicate internally and externally the programs and projects implemented, as well as the impact generated in terms of Sustainability.

Given our commitment to the environment, this year we have integrated environmental commitments applicable to all our employees and stakeholders into our Sustainability Policy, with the aim of creating culture and awareness about the importance of environmental care.





# Environmental Commitments

- A** Ensure environmental protection by working preventively to minimize environmental impacts resulting from our activities, while respecting ecosystems and biodiversity in the areas where we operate.
- B** Evaluate physical and transitional risks associated with climate change and contribute to reducing emissions and carbon footprint by promoting energy efficiency through projects, actions, and initiatives.
- C** Conduct an annual review of legal requirements and environmental aspects to maintain, control, and improve our processes.
- D** Prevent environmental pollution by reducing waste generation and promoting a circular economy approach.
- E** Prevent land and groundwater pollution by controlling discharges into the environment and preventing environmental incidents.
- F** Promote the efficient use of water and energy resources by prioritizing savings and reduction.
- G** Maintain environmental awareness among all our employees through compliance with the Annual Sustainability Training Program, through awareness-raising and training on environmental issues.
- H** Integrate and maintain the Environmental Management System in accordance with ISO 14001 guidelines to ensure continuous improvement and effectiveness of our processes.







According to our sustainability policy and standard, ARM implements the Sustainability Strategic Plan supported by a methodology consisting of three phases:

**Diagnosis**

This is done through a Materiality Analysis, which aims to identify the most relevant issues for internal and external stakeholders, as well as the social and environmental needs of each Business Unit and the corporation.

**Project Management and Social Action**

For the planning and development of social and environmental projects and actions, they must be selected and prioritized, always under the following 4 attention criteria.

1. Relevant issues derived from the Materiality Analysis.
2. Mitigation of any social or environmental risk identified.
3. Regulatory, social and environmental compliance.
4. Proactive action that generates value for the business and our stakeholders. With this, we seek to prevent risks, comply with applicable laws, and meet the needs of the communities and the expectations of our shareholders and stakeholders.

**Impact Assessment**

To ensure that the resources allocated to social and environmental projects and actions - internal and external - represent an investment that positively changes the reality of the beneficiaries, the impact generated will be followed up, monitored and evaluated in order to measure their effectiveness or, if necessary, to propose improvements in the execution of the projects.

ARM is committed to the implementation of six specific environmental policies:







# Evaluations



**We achieved certification in ISO 14001:2015 and 45001: 2018 through the certifying body Bureau Veritas.**



**We carried out the verification of our carbon footprint in scopes 1, 2 and 3 for the years 2019 and 2021, following the guidelines of ISO 14064-1:2018. This verification was carried out by the certifying entity ICONTEC.**







# Partnerships for Development

**GRI 2-28**

As part of our strategy to improve our relationships with the communities where we operate and our stakeholders, some of the partnerships we have established are:



**Cámara Colombia de la  
infraestructura - ARM**



**Servicio Nacional de Aprendizaje  
(Sena) - ARM**



**Cámara de Comercio del Magdalena  
Medio and Nordeste Antioqueño - ARM**





# Taxation and fiscal control

**GRI 207-1**

ALEATICA, as the controlling entity of Autopista Río Magdalena S.A.S., plays a fundamental role in defining the tax strategy of all the companies under its control. Our tax strategy is based on the following pillars:



## Sustainability

Commitment to timely comply with all tax obligations arising from economic activity, in accordance with applicable local and international regulations, as well as an unwavering commitment to contribute to economic and social development in the different jurisdictions where the Group is present through timely tax payments, in compliance with applicable regulations at all times.



## Transparency

Providing truthful and complete information to our stakeholders, including information related to the tax contribution that the Group makes in each of the markets where it operates, as well as maintaining a fluid and cooperative relationship with each of the administrations with which it interacts.



## Prudence

All tax positions of the Group are based on solid economic grounds, avoiding abusive tax planning schemes or practices, and always bearing in mind the precautionary principle in taking risks.



## Risk Control

Potential tax risks are incorporated into the Group's comprehensive risk management system, proceeding with the corresponding monitoring and taking all appropriate measures for their minimization.





## Governing body responsible for the tax strategy

The approval of the measures that make up the tax strategy corresponds to the Board of Directors of ALEATICA. ARM has a team of highly qualified professionals in the country's tax regulations who are responsible for tax planning. In this sense, it is supported by a BIG4 as an advisor to ensure compliance with tax governance. At the same time, ALEATICA has a tax area that corroborates the company's tax strategy.

## Tax focus in the organization and regulatory compliance

ARM adheres to the guidelines established by ALEATICA, a company dedicated to the promotion, development, and management of infrastructure, whose main business objective is to offer its clients the highest standards of quality and safety while guaranteeing sustainability in all its projects.

The tax strategy is fully oriented towards optimizing the business, seeking to create

sustainable shareholder value. For this purpose, there is coordination between the tax area and the different areas (financial, business, etc.) that allow for a joint vision when making decisions, including the evaluation of tax risks and tax planning oriented towards legitimate resource optimization under the strictest legality premises.

The company carries out the necessary tax purifications evaluated by an external tax advisor, who supports it throughout the process of preparation and verification of figures. The company also relies on the tax advisor to determine the treatment of some regulations to prevent the company from interpreting these regulations incorrectly. Throughout the year and month to month, comparing with the company's financial model, the company advances in a tax purification and determination of the generated income, making use of tax benefits.

## Taxation and Stakeholders

**GRI 207-3**

The principle of transparency, one of the pillars of the tax strategy, includes maximum cooperation with tax authorities in each of the jurisdictions where the

company operates, seeking to minimize potential discrepancies that may arise in tax matters.

In addition, non-litigious alternatives are prioritized for conflict resolution when feasible, as well as the possibilities offered by legal procedures to enhance agreements with administrations.

ARM fully complies with its tax commitments controlled through the tax calendar prepared by the company. The perfect fulfillment of these obligations is reviewed by external auditors and the statutory audit with the aim of ensuring compliance with regulations. The validation and review generated by external auditors and the tax advisor generate confidence in the proper substantial and formal compliance.

## Focus of tax risk management

Potential tax risks are incorporated into the comprehensive risk management system, proceeding with the corresponding monitoring and taking all appropriate measures for their minimization.

To this end, the tax area works coordinately with the Internal Risk Department to ensure the correct incorporation of tax risks into the corporate risk matrix, as well as their proper monitoring and evaluation.





# Compliance with fiscal governance and control framework

**GRI 207-2**

Our fiscal control framework is based on the following pillars:

Pilar	Description
<b>Principles of action</b>	<ul style="list-style-type: none"> <li>• ALEATICA Board of Directors defines and approves the tax strategy.</li> <li>• Comprehensive management of tax matters in coordination with business activities and decisions.</li> <li>• Alignment with the Code of Good Tax Practices.</li> </ul>
<b>Processes for tax compliance</b>	<ul style="list-style-type: none"> <li>• Standardized internal processes for the management of tax matters in coordination with the internal teams of ARM and other jurisdictions.</li> <li>• Tax compliance control systems.</li> <li>• Robust internal tax reporting system.</li> </ul>
<b>Team</b>	<ul style="list-style-type: none"> <li>• Experienced and expert in-house professional team.</li> <li>• Proactive coordination of all its members.</li> <li>• External support from consultants with proven solvency whenever necessary.</li> </ul>
<b>Control and management of tax risks</b>	<ul style="list-style-type: none"> <li>• Integrated Tax Risk Management System.</li> <li>• Detailed monitoring of each of the potential tax risks detected and flexibility to adapt to new regulatory environments.</li> </ul>

## Reporting mechanisms related to taxation

At ARM, we are committed to applying the highest standards of transparency applicable to collaborators, as well as in the relationship with different stakeholders.

This commitment is reflected in the promotion and adoption of the best international corporate governance practices and the necessary transparency mechanisms to ensure a reliable and equitable service to our customers, users, and communities, such as the Code of Ethics and the Anti-Corruption Policy, both of which are public corporate documents available on our website.

Likewise, an independent Ethics Channel is enabled where criticisms or complaints can be channeled in a reliable manner, allowing us to improve the Corporate Integrity that we aspire to.







## Differences between accrued corporate income tax based on profits or losses and calculated taxes

Permanent differences are mainly attributed to:

- A** Expenses that are not tax-deductible.
- B** Provision allocation and application.
- C** Withholding taxes paid abroad.
- D** Adjustments related to the consolidation process.

Deferred taxes recorded are due to:

Discrepancies between accounting and tax regulations are mainly due to differences in the recognition criteria for financial assets in accounting records and intangible assets in the tax field, as well as the treatment of interest accrued on subordinated loans.





## Contributions to political parties or representatives

In 2022, no contribution or similar has been made to any political party or representative in all its jurisdictions or resident entities for tax purposes, as our policies dictate that it is prohibited.

## Tax Contribution

During 2022, we did not generate any value in the total net income tax, as we had a fiscal loss. On the other hand, the variation in municipal and district taxes and rates is due to the entry into operation of the UF4.

ARM own taxes (millions of pesos)	2022	2021
Taxes on profits	0	309,746
Municipal and district taxes	550,676	34,612
Fees and other	98,992	51,950
<b>Total</b>	<b>649,668</b>	<b>396,288</b>

## Grants

**GRI 201-4**

In 2022, we have received no financial support from the government.







# Analysis and discussion of financial results

**GRI** 201-1 and 204-4

In 2022, we presented net losses in the financial statements, mainly caused by financial costs and the difference in the exchange of financial obligations, as well as bonds related to project financing.

Infrastructure investment was worth **\$483,559 million pesos**, resulting in a financial asset of **\$1,324,239,164** and a valuation of **\$572,960,928** for a total of **\$1,897,200,092**.

## Direct economic value generated and distributed

**GRI** 201-1 and 204-4

	2022	2021
<b>Direct economic value generated</b>	\$705,818,026,000	\$477,976,065,000
<b>Distributed economic value</b>	\$15,031,836,881	\$8,997,000,000
<b>Operating costs</b>	\$518,901,189,000	\$349,429,502
<b>Profit or loss before taxes</b>	188,636,727,000	22,989,461,000
<b>Tangible assets other than cash and cash equivalents</b>	\$-2,329,518,087,000	\$1,676,884,671,000
<b>Corporate income tax accrued on profits or losses</b>	0%	1.35%



**Gustavo Adolfo Chaverra Castillo**  
Director of Finance and Administration





# Operational achievements

**A**

We completed the construction of the 33 specific improvements corresponding to the improvement of the UF 3 roadway, which included 18 km with a third passing lane, mainly in uphill areas.

**B**

One of our outstanding achievements has been the mapping of talent at the executive level, using the Nine Box methodology, followed by a Korn Ferry evaluation. This initiative allowed us to identify behavioral trends within our executive team. Based on this valuable data, we designed individual self-management development plans.

**C**

We have reached a significant milestone by consistently maintaining our Net Promoter Score (NPS) results. This reflects our constant commitment to ensuring customer satisfaction and loyalty by maintaining high levels of recommendation and trust in our products and services.

**D**

We achieved 100% compliance with service indicators, accompanied by the successful implementation of the necessary safety measures to significantly reduce accidents along the road corridor.

**E**

We have quantified our carbon footprint for the years 2019 and 2021. This achievement reflects our continued commitment to sustainability and responsible management of our environmental impact.

**F**

We increased investment in social management and the Environmental and Social Responsibility plan by 86.79%.

**G**

We managed resources to leverage productive projects, closing necessary technological gaps to comply with current regulations.

**H**

In 2022, we achieved a year without corruption cases or suspicious conduct, thanks to the commitment of our stakeholders to our anti-corruption policies.

**I**

An outstanding achievement is the start of operation of the new road in Unit 4, starting in January 2022. This included the commissioning of the viaduct over the Magdalena River, the construction of two roundabouts, and the successful implementation of Intelligent Transportation Systems (ITS) equipment along the entire corridor. This achievement highlights our commitment to improving road infrastructure and transport efficiency.





# Main operational goals for the coming years

1

Make the 49 km of UF3 available, including the habilitation of the Vapor bridge, operation of the toll in Puerto Berrio, the implementation of two toll stations (one in each direction), and the establishment and operation of a control center and operational base.

2

Reduce the number of road accidents, ensuring that they are not more numerous than in the previous year.

3

Promote continuous improvement of the Health and Safety Management System.

4

Continue with the succession process and definition of talents and key positions, with the purpose of promoting talent development internally.

5

Achieve that 92% of surveyed users experience a high level of loyalty and trust in the project. This will be achieved by improving retention rates, based on a deep understanding of customer expectations and their experience with the road.

6

Build a school on human rights and sustainable leadership, based on the United Nations model, in collaboration with institutions in our area of influence.

7

Obtain certification for the quantification of GHG emissions in accordance with ISO 14064:1 and GHG Protocol reporting.

8

Develop and implement software for the reporting of wildlife sightings and roadkill on the road concessioned by Autopista Rio Magdalena.

11

Finalize Unit 1 with 35.7 km of new work, 17 bridges, 1 underpass, 2 overpasses, 1 pedestrian crossing, 1 roundabout, 1 operational base, and toll operation.

9

Measure the effectiveness and confidence in the Ethics Channel.

10

Deliver Unit 2 with 8 bridges, 2 underpasses, 3 overpasses, 1 roundabout, and 1 pedestrian crossing. Additionally, start operation of the toll and complete 34.8 km of new work.





CHAPTER

# 03



## Security is First

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# Occupational Safety



## Recorded occupational accidents

**2** (Collaborators)

Compared to the year 2021, we have presented an increase in man-hours worked, as well as in the number of work-related accidents.

**220**

(Contractors)

The start-up of Functional Units 1 and 2 led us to open more work fronts, resulting in an 89% increase in our contractor workforce. This, in turn, increased the exposure of personnel to various risks and hazards related to the progress of the work. As a result, there was a 39% increase in the occupational accident rate compared to 2021.



## Fatalities of employees and contractors

**0**

(Direct collaborators)

**2**

(Contractors)



## Hours of occupational health and safety training

**16,518**

(Direct collaborators)

**3,983**

(Contractors, safety inductions)



## Road users

Recorded injuries

**140**

The percentage increase in the number of injuries from 2021 to 2022 was approximately 20.69%.

Traffic accidents

**117**

With respect to 2021 we had an increase of 31.46%.

Fatalities in traffic accidents

**3**

The decrease in the number of fatalities from 2021 to 2022 was 25%.





# Integral Occupational Health and Safety System

**GRI 3-3 and 403-1**

Our Occupational Health and Safety Management System (OHSMS) is ARM's navigation framework to protect, prevent, and care for employees from work-related illnesses and accidents, as well as promoting safe and healthy work.

In 2022, there was a 50% increase in work-related accidents compared to 2021. In 2021, one (1) accident was reported, while in 2022, the number rose to two (2) accidents, with minor consequences considering the number of hours-worked (HWH). **Nevertheless, we continue to advance in the implementation of programs such as Behavior-Based Safety (BBS), Near Miss, and Job Hazard Assessment (JHA).**

Our intention is for our employees, suppliers, and contractors to anticipate, recognize, evaluate, and control risks during the contractual work. Therefore, we implement the OHSMS following a logical process based on continuous

improvement, supported by the Isolution software, where we manage and control the traceability of our OHSMS that integrates policy, organization, planning, application, evaluation, audit, and improvement actions.

## Effective Monitoring of OHSMS

To ensure the preservation of Health and Safety at work, we carry out a thorough monitoring that contributes to the continuous improvement of our OHSMS. In this regard, we develop activities, highlighting some of them:

### Meetings

Committee	Periodicity	Participants	Target
<b>Steering Committee</b>	Monthly	Directors of the different areas and management.	Analyze the management of the OHSMS and Road Safety.
<b>Joint Committee on Occupational Safety and Health</b>	Monthly	Employer and employee representatives.	Review the different aspects of promotion and monitoring of OHSMS standards.
<b>Labor Coexistence Committee</b>	Quarterly	Employer and employee representatives.	Attend to the actions implemented towards the control of psychosocial risk or presumed situations of harassment at work that arise in the organization.





## Reports

Type of report	Purpose
<b>Reporting unsafe acts and conditions (Near Miss)</b>	Report unsafe acts or conditions that employees observe during the performance of their duties.
<b>Report to the Ministry of Labor</b>	Evaluate the level of implementation of the OHSMSMS on an annual basis.
<b>Internal and external and external audits</b>	Develop internal and external audits to follow up on the Integral Management System, identifying actions for continuous improvement.
<b>OHSMSMS indicators</b>	Assess the structure, process and results of the OHSMSMS.
<b>Hazard and risk management and risks</b>	Evaluate the likelihood and severity of risk during the different project processes through the hazard identification matrix, risk assessment, determination and evaluation of controls.
<b>Review of the SGT-SST</b>	<ul style="list-style-type: none"> <li>• Validate the operation and compliance status of the OHSMSMS policy and objectives.</li> <li>• Examine the structure and process of occupational health and safety management.</li> <li>• This report is led by Management and is reviewed annually.</li> </ul>
<b>Safety Tours</b>	Hold dynamic conversations with various work teams from the operational and administrative areas, in the presence of management and process directors, about the different corporate pillars and explore relevant aspects to continuously improve our OHSMSMS.

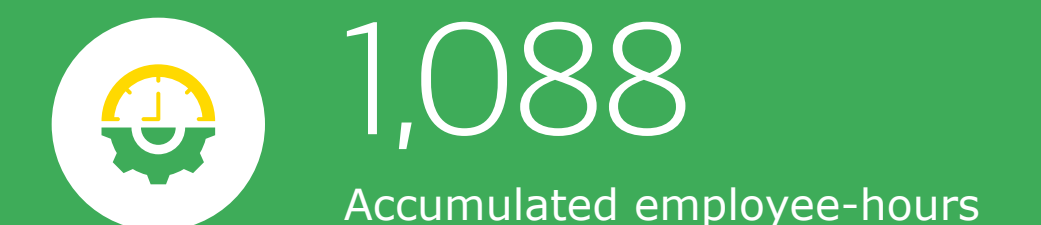
During 2022, ALEATICA continued to promote various safety initiatives in all business units, framed within the Safety Business Plan 2022, which are focused on the following:

### 1 Job Hazard Assessment (JHA)

A program that was launched during 2021 and continues to be refreshed. We continue to reinforce the importance of identifying risks and hazards during activities carried out in the project.

Implementation statistics:

#### Items 2022







2

### Security Squad

In April 2022, we launched this initiative, which consists of videos on different topics related to our daily activities, performed by the following characters:

A

**Seguriman**  
Your priority is safety

B

**Rita**  
The smart girl in the group

C

**Armando Carriles**  
Always alert, always safe

D

**Segurimovil**  
An ally to arrive safely. A symbol that a sign is worth a thousand words

E

**A friend** on the road, where each one of his exploits invites us to be attentive to avoid risks and thus prevent and control any danger

They are the experts who guide and support all our employees in the different actions to avoid damages in their work tasks. **Their priority is safety. Since its launch, around 8 videos have been published through the different communication channels of Autopista Rio Magdalena.**

3

### Near Miss

This program was implemented in 2020. Committed to safety first at ARM, we report monthly all unsafe acts and conditions that put personnel at risk during the development of activities. From each report, we analyze the possible causes and determine an action plan for its closure. Below are the statistics by year.

88 reports 2022

102 reports 2021

81 reports 2020







# 4

## Safety Mentors

Every employee who joins ARM receives support from the SST team, where aspects related to OHSMS are addressed. The objective of the program is that new personnel in our organization adopt good practices regarding risk perception. For 2022, a total of 31 employees received support, where they internalized the importance of the different corporate pillars, especially "Security is First," highlighting good practices when performing work tasks, as well as reiterating the importance of the application of our behavior-based safety program.

# 5

## Stops Cards

This program was launched in 2021 and aims to evaluate behavior by observing activities controlled by standards. If necessary safety measures are not being followed during an activity, it will be stopped (Stops Cards). **Through this initiative, we highlight good OHSMS practices implemented by personnel. Selected employees will be given an incentive.**

For 2022, 40 improvement actions were carried out during behavior observation of activities during operation. For these activities, a Stop Card was not required to stop the activity because observations corresponded to minor findings that were immediately secured, allowing for normal continuation of the operation.

# 6

## Safety Tours

The manager, along with directors of the operation and maintenance, sustainability, and the occupational health and safety manager, conducts tours or meetings with operational and administrative personnel. During these exercises, topics related to OHSMS are discussed, and good practices identified and advancements achieved are highlighted based on results. In addition, concerns and suggestions are received from employees.

For 2022, 2 Safety Tours were conducted, the first on May 3, 2022, and the second on November 1 of the same year, where the importance of our Safety First pillar was discussed, emphasizing self-care, compliance with procedures, main risks during operational and maintenance activities, and the relevance of the Job Hazard Assessment (JHA) and Near Miss reports initiatives. Likewise, the importance of using the different channels available to Autopista Rio Magdalena and ALEATICA (labor coexistence committees, Copasst, and I CARE) was emphasized to generate reports associated with possible impacts on the work climate.

# 7

## Integrated Management Week

All our employees participate in the programming of the different activities during the Integrated Management System week. Through games, ecological

workshops, and document control, the importance of health care and self-care is reinforced. In this way, we highlight our corporate pillars "Safety is First" and "Social and Environmental Sustainability." This activity is carried out annually.

In 2022, the Integrated Management Week was held from August 15 to 20, with the participation of 376 attendees in all activities developed during that period. The following topics were highlighted:

- A** Mobility carpet
- B** Playful character for hand accident prevention
- C** Healthy eating, active breaks, and stretching exercises
- D** Solid waste source separation
- E** Landscape management volunteering for the Operational Control Center (OCC)

Through this activity, we aim to raise awareness among our employees about the importance of a culture of self-care. Through playful and recreational activities, we promote the relevance of carrying out our operations in line with our corporate pillars.





# Integrated Policy for Occupational Health and Safety, Environment, and Quality Management

ARM is a concessionaire company dedicated to providing maintenance and operation services for the concessioned road in accordance with the concession contract, which seeks continuous improvement of our processes, reduction of possible environmental and social impacts, compliance with applicable legal requirements, and meeting legitimate expectations of stakeholders based on continuous improvement processes and effectiveness of the Integrated Management System, taking into account the organizational context and ensuring necessary resources.

At ARM, we have established Integrated OHSMS, Environmental, and Quality Management policies approved by top management, which allow us to ensure the well-being of our employees. In this context, our policies include:

- A** Integrated Management of OHSMS, Environment, and Quality
- B** Prevention of alcohol, tobacco, and psychoactive substances consumption
- C** Prevention of workplace harassment
- D** Road safety



Lendy Yiced Castro Bedoya  
Occupational Health and Safety Specialist

Through these policies, we have set ourselves the following goals:

 <p>Identify hazards, evaluate and assess risks, and establish respective controls.</p>	 <p>Protect the safety and health of all employees through the continuous improvement of the Occupational Health and Safety Management System (OHSMS).</p>
 <p>Comply with applicable national regulations on occupational risks.</p>	 <p>Promotion and prevention to reduce road accidents.</p>
 <p>Prohibit possession, consumption, and sale of psychoactive substances, tobacco, and alcohol.</p>	 <p>Prevention and mediation of alleged workplace harassment behaviors.</p>

In 2022, the Integrated Management System policies (Safety, Occupational Health, Environment, and Quality Management) were reviewed and updated to comply with legal requirements. These can be consulted on our website: <https://www.autopistamagdalena.com.co/seguridad/>.





# Hazard identification, risk assessment and incident and incident investigation

**GRI 403-2**

Through the Hazard Identification, Risk Assessment, Determination, and Evaluation of Controls Procedure (IS-PR-018), we have established a systematic methodology to identify risks associated with both routine and exceptional activities. These risks are consolidated, prioritized, and managed in the Hazard Identification, Risk Assessment, Determination, and Evaluation of Controls Matrix (IS-MT-004). **As evidence of our commitment to safety, employees participate in creating this matrix through a survey.**

Procedures for investigating incidents, accidents, illnesses, and traffic events are carried out through the IS-PR-009. Once the investigation team has been formed, the immediate and basic causes that led to

the event's occurrence are analyzed. Next, the ALEATICA Safety Report (ASR) platform is used to manage all information related to the investigation, including notification, initial report, investigation process, action planning, and case closure.

**During 2022, two accidents with minor consequences were recorded, one of which generated 3 days of incapacity. Eleven action plans were generated from the accident investigation processes, which were disseminated and closed within the same year. This demonstrates our strong commitment to our corporate pillar "Security is First," as we achieved the objectives and goals established in our policy for that period.**





# Occupational health services

**GRI 403-3**

We take care of our employees' health through the procedure for assessment, evaluation, and monitoring of occupational medical exams (IS-PR-004).

For 2022, 84 periodic exams were carried out on our employees, which corresponds to a 19% reduction compared to the total of 104 exams performed in 2021. This is due to voluntary retirements that occurred in 2022. Also, for 2022, there were 31 entry exams for personnel, compared to 44 performed in 2021.

As an integral part of our commitment to our employees' health, we monitor health conditions through the implementation of epidemiological surveillance programs focused on the following topics:



## Healthy Lifestyle Program

For 2022, the Healthy Lifestyle Program periodically conducted arterial screenings (monitoring weight, height, body mass index, blood pressure), activities focused on promoting healthy lifestyle habits (nutrition, exercise, physical activity, active breaks) for all our employees.



## Visual Conservation Program

During 2022, training processes focused on visual conservation and eye breaks were carried out. This was done to raise awareness among our employees about the importance of maintaining visual capacity and the relevance of visual rest periods.



## Program for the Prevention of Noise-Induced Sensorineural Hearing Loss

During 2022, the occupational audiometry screening analysis was continued to identify personnel with hearing loss and possible changes in auditory threshold in the occupationally exposed population. With this, we aim to define future actions to be taken according to the development of the Auditory Prevention and Surveillance Program. Training processes focused on conserving our employees' hearing were also carried out.





### Program for Prevention of Musculoskeletal Disorders

For 2022, the launch of this program was carried out, which through the study of workstations, evaluates conditions and prevents and/or takes improvement actions against possible musculoskeletal risks, especially in those positions where due to their occupation, employees remain in a single position for long work hours.



### Pneumoconiosis Program

By 2022, action plans associated with air quality measurements within the work fronts of the employees were developed. From there, we seek to mitigate the risk of respiratory diseases associated with working conditions. Likewise, we followed up on recommendations, identification of exposed personnel and training in relation to respiratory diseases.



### Reinstatement and reinstatement program

Through this program, we follow up on employees who are reintegrating or returning from a period of incapacity associated with a general illness. During the year 2022, a total of 2 employees who were relocating to work and 5 employees associated with general illness were medically monitored.



### Psychosocial risk management

For 2022, training was provided to the Labor Coexistence Committee in accordance with legal requirements, as well as a process of counseling and training in mental health according to the possible psychosocial risks to which our employees may be exposed (alerts in case of Bernout, coping styles, mental health, among others). We socialized the protocol for mental health cases and were accompanied in the definition of the action plan according to the psychosocial diagnosis.





# Involvement of Employees, Consultation, and Communication on OHSMS Management System

**GRI 403-4**

We have communication, participation, consultation and awareness mechanisms in place to ensure that information for our employees, contractors and other stakeholders is transmitted in a clear and timely manner.

We seek to ensure that information is received in a concise manner and that the expected results are obtained with its dissemination. We also regulate the flow of internal and external communications between the various levels and functions of the company.

We have an online survey that allows our employees to identify hazards, risks and evaluate environmental aspects and impacts

in a participatory manner. Likewise, we have established mechanisms such as surveys, workshops, trainings, e-mails, web page, WhatsApp messages, among others, so that collaborators can participate in the consultation of specific topics of the OHSMS.

Through the Isolación and ALEATICA Safety Report (ASR) and ALEATICAGO platforms, documents and information relevant to the OHSMS are managed.



Autopista Río Magdalena Occupational Health and Safety Team





# Employee training on occupational health and safety and safety at work

GRI 403-5

Our employees, contractors, subcontractors and other interested parties receive training through SGI-PG-003, induction and training program, which establishes guidelines for induction and re-induction activities.

We guarantee the necessary knowledge in terms of quality, environment, road safety and occupational health and safety, ensuring records of training, education and training activities to contribute to the effectiveness and improvement of the IMS.

Through the SGI-MT-009 Training Needs Matrix, we structure the training topics that lead to the development of labor competencies in the system defined for each position. Likewise, through the Isolucion platform, the training schedule established for the OHSMS for the year 2022 is controlled and followed up.





# Promoting employee health

GRI 403-6



Our employees have access to medical and health care services through health care institutions (IPS), entities that are responsible for performing occupational medical examinations at entry, periodic, retirement and post disability.

Through preventive and occupational medicine programs, we monitor and prevent possible cases of occupational disease.







# Security for our users

**GRI 3.3 and 403-7**

Along the road corridor, there is an infrastructure in optimal conditions for comfortable and safe travel. Additionally, the installation of impact attenuator terminals reduces the severity of traffic accidents in case of possible collisions with these elements, especially for cars.

One of the impacts related to the improvements in the road corridor that affects our users is the increase in speed of various types of light vehicles. This is due to the improvements made that allow for higher speeds.

The absence of an agreement with the National Police Traffic and Transport Department (DITRA) is one of our main challenges. Knowing that this gap impacts strict and adequate controls of different viable actors and, consequently, the promotion of road safety awareness. However, in collaboration with other government

agencies such as the National Army, we carry out road safety campaigns throughout 2022.

## We provide attention and protection for our users and collaborators

Through our integrated management approach, we are committed to continuously improving safety conditions for our users and collaborators. We also strive, together with regulatory agencies, to promote a safety culture among our suppliers and the communities where we work. Our Integrated Safety Management System optimizes in a global and simultaneous way:



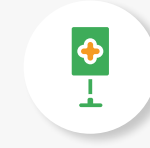
The quality of our infrastructure and equipment.



The character of our corporate culture and the behavior of our collaborators.



The care of vulnerable users and collaborators.



The clarity and importance of our signage.



The rapid response of first aid personnel.



The speed and conditions in which users can use our infrastructure.





# Road safety tips for drivers and pedestrians



1

### Watch out for children and pedestrians

Children are vulnerable; be part of their safety and always give them the right of way.

2

### Respect traffic signs

Travel safely, do not exceed speed limits and heed the information conveyed on them.

3

### If you can't see, don't overtake

Be patient, only overtake when you are completely safe and in the allowed places.

4

### Your attention always at 100%

If you drive, forget about your cell phone, GPS, radio, eating or drinking while driving. Always keep your eyes on the road and its surroundings.

5

### Always safe for everyone

Seat belts save lives, drivers and passengers should always wear them.

6

### If you have been drinking, do not drive

If you drive, not a single drop of alcohol, keep all your attention and reflexes.



Through the Computerized Counting and Control System (SICC), we collect information and analyze statistics related to road safety. In addition, along the road corridor, we carry out monitoring through patrols in our road inspection units and the maintenance vehicle. We also implement control plans in strategic points of the road, using tow trucks and ambulances to ensure safety.





## Road Safety Program

Our goal is to reduce accident rates, decrease human and material losses caused by traffic accidents, and promote a culture that encourages responsible behaviors regarding the use of road infrastructure. All of this contributes to preventing and mitigating traffic accidents. Therefore, we carry out a variety of activities that include pedagogical, informative, training, playful, verbal, and written approaches with diverse stakeholders, such as nearby residents, pedestrians, drivers, inhabitants, institutions, and organizations, among others.

## Road safety strategies

Awareness-raising strategies for road safety aim to foster a culture among various road users regarding the responsible and safe use of our road corridor.

In order to carry out various road safety campaigns, we apply multiple strategies to approach all road users. These initiatives are carried out at different points along the road corridor, such as "Stop and Go" controls located at work sites, educational institutions, and local communities. Additionally, to reduce the occurrence of traffic accidents, decrease their severity, and promote greater road safety, we have structured our strategy in the Accident Reduction Program (ARP), which is composed as follows:

### Road factor

**In 2022, infrastructure represented the most significant investment factor.** Most of the investments related to road infrastructure were carried out in the context of Engineering, Procurement, and Construction (EPC) contracts for the rehabilitation of road infrastructure. Additionally, to obtain both internal and external perspectives, it was crucial to have the support of external consultancies, such as the one contracted to carry out studies from the International Road Assessment Programme (IRAP) during 2021, from which measures were derived to improve vehicular containment systems during 2022.

Among the most outstanding actions and initiatives that contributed to increased road safety standards are:

- A** Installation of vertical signage.
- B** Implementation of impact attenuator terminals.
- C** Rehabilitation of the asphalt surface.
- D** Improvement of curves, both in their horizontal and vertical layout.

- E** Construction of third passing lanes, especially in uphill stretches.

### User and vehicle factor

Focusing on the user and the vehicle is essential to effectively carry out the Accident Reduction Program (ARP). This involves addressing and mitigating the probable errors committed by users while driving, ensuring that road infrastructure is in optimal condition. This includes the implementation of weighing zones for cargo vehicles, as well as the need to reduce the frequency and severity of traffic accidents through the use of variable message panels, road signs, radial wedges, informative brochures, surveys, and road safety campaigns.

ARM hires specialized companies to analyze the accidents that occur within the corridor in order to **identify possible causes and minimize the probability of occurrence** or risks by implementing additional infrastructure measures within the operational route.





## Accident rate monitoring

Accidents for UF 3 and 4 have been distributed as follows in absolute and relative terms according to capacity:

Accident rate	2016	2017	2018	2019	2020	2021	2022
<b>Automobile flow</b>	534,015	547,480	595,250	627,328	536,436	699,657	864,977
<b>Total accidents</b>	179	137	69	92	53	89	117
<b>Motorcycle accidents</b>	97	65	18	46	35	45	67
<b>Motorcycle accidents as % of total accidents</b>	53%	47%	26%	50%	66%	51%	57%
<b>Deceased</b>	3	6	3	5	1	4	3
<b>Serious injuries</b>	14	12	9	9	2	3	21
<b>Percentage accident rate (accident/ injury)</b>	0.03%	0.03%	0.01%	0.015%	0.01%	0.01%	0.01%

In 2020 and 2021, the decrease in accidents on the Río Magdalena highway was notable. The decrease was due to mobility restrictions imposed by the pandemic. Río Magdalena highway will continue working to reduce accidents on the road, through signage and road safety education campaigns.

There is a notable reduction in the accident rate to the most recent date, with the latest data available up to December 2022. In this context, in 2022, only 0.014% of the vehicles that traveled on the route experienced some type of accident.

Regarding the typology of accidents, it is noteworthy that, approximately, throughout the period from 2016 to 2022, motorcycles accounted for an average of 50% of the total accidents. It is important to note that these vehicles receive attention from all services provided by the Concessionaire, despite motorcycles being exempt from toll payment.

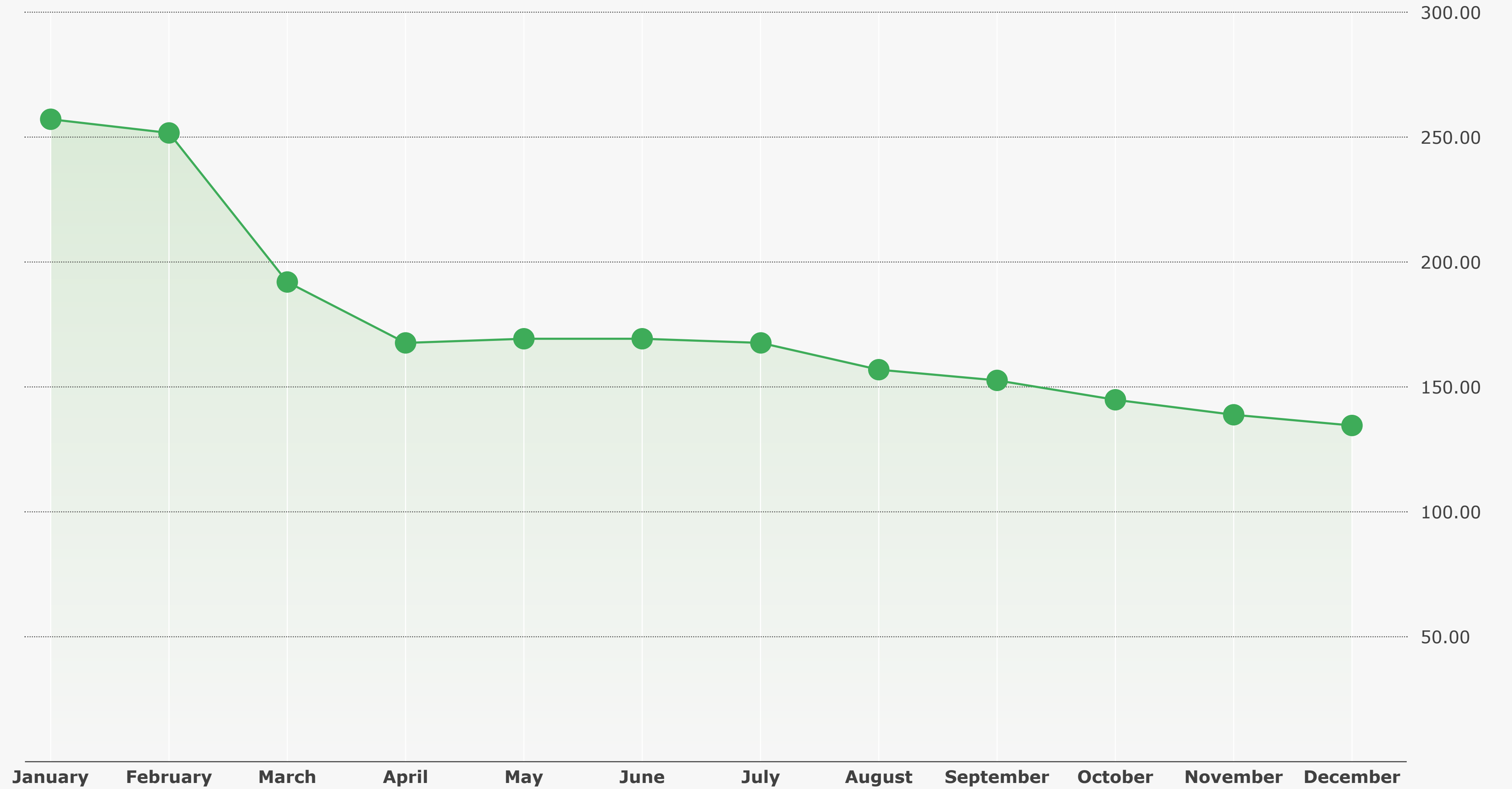
It is of utmost importance for the project to ensure that the state of the road infrastructure remains in optimal conditions for comfortable and safe travel at all times, with adequate marking and signage.





## Accidents with victims: IF1

Now, our indicator "Accidents with Victims IF1" for the year 2022 reflects the number of road accidents with victims per 100 million vehicle-kilometers. **At the end of 2022, this indicator (annual accumulated) closed at 135.5 road accidents with casualties per 100 million vehicle-kilometers.**



● IF1 Payers / acc with injured



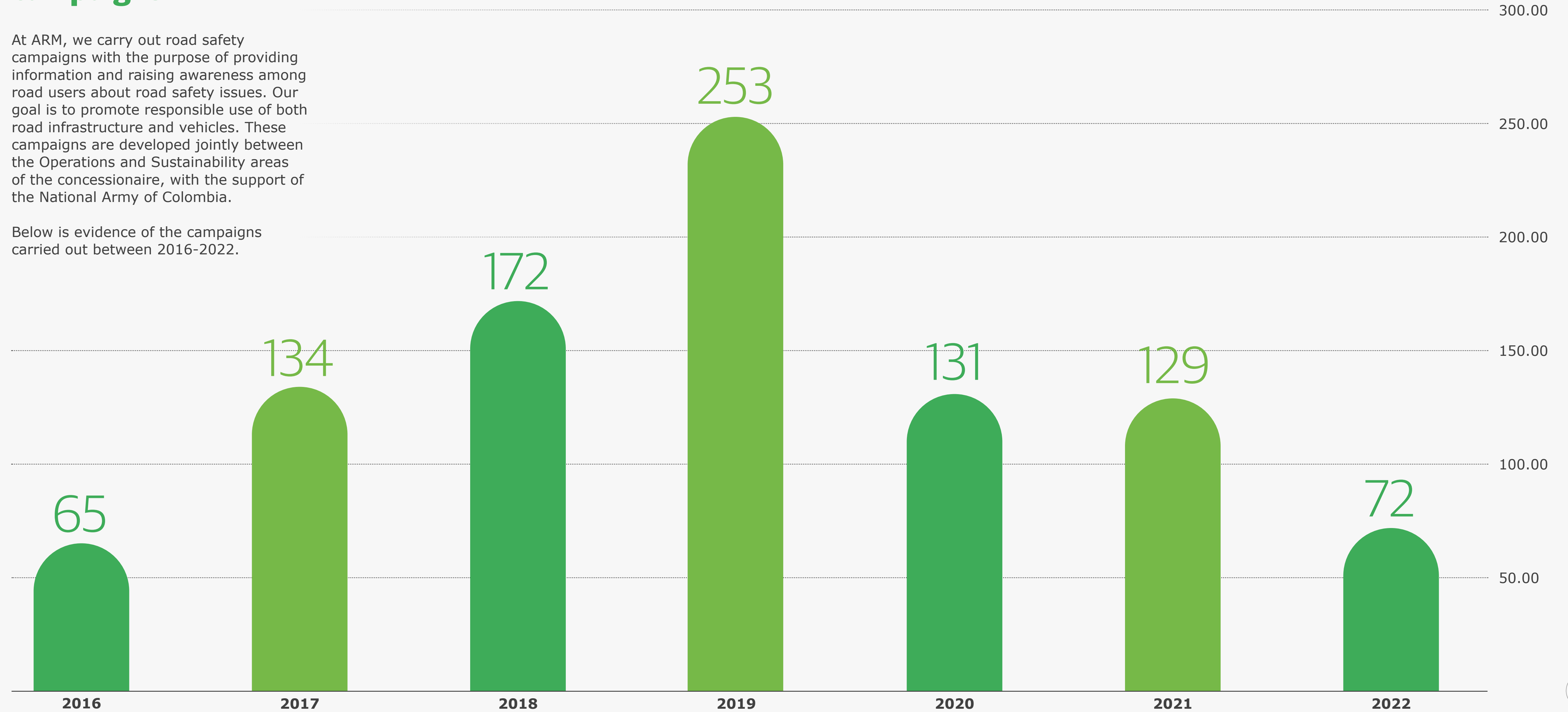


## Road safety campaigns

### Road Safety Campaigns (Vía) ARM 2016-2022

At ARM, we carry out road safety campaigns with the purpose of providing information and raising awareness among road users about road safety issues. Our goal is to promote responsible use of both road infrastructure and vehicles. These campaigns are developed jointly between the Operations and Sustainability areas of the concessionaire, with the support of the National Army of Colombia.

Below is evidence of the campaigns carried out between 2016-2022.







## Roadside campaigns

In 2022, we carried out a total of 72 campaigns in which 2,714 users participated. It should be noted that during 2022, not all planned campaigns could be carried out due to the lack of cooperation from the police, motivated because the National Police Traffic and Transport Department (DITRA) has not signed the agreement due to the non-acceptance of the specifications established in the concession contract.



### Achievements

Despite a 31.46% increase in road accidents compared to the previous year, **we managed to reduce the number of fatalities by 25%.**

### Educational institutional campaigns

Our educational campaigns began in 2016. In 2022, we carried out 34 campaigns and had 1,134 participants.

Year	# of campaigns	# of participants
2016	21	469
2017	38	980
2018	43	918
2019	20	1,153
2020	9	78
2021	3	45
2022	34	1,134
<b>Total</b>	<b>168</b>	<b>4,777</b>

### Campaigns with communities

It is important to highlight that 338 people were impacted through 12 campaigns during 2022.

Year	# of campaigns	# of participants
2016	6	96
2017	37	448
2018	45	949
2019	35	519
2020	22	457
2021	2	57
2022	12	338
<b>Total</b>	<b>159</b>	<b>2,864</b>

### Campaigns with guilds

During 2022, we experienced a notable increase in the participation of guilds, with a total of 1,272 people involved in our activities. This achievement was the result of carrying out 42 campaigns.

Year	# of campaigns	# of participants
2016	4	118
2017	24	505
2018	37	686
2019	50	696
2020	25	189
2021	10	124
2022	42	1,272
<b>Total</b>	<b>140</b>	<b>2,194</b>

### Campaigns with lifeguards

During 2022, we carried out a total of 22 campaigns in collaboration with lifeguards, and we are proud to report that 128 people participated actively.

Year	# of campaigns	# of participants
2019	29	275
2020	4	48
2021	0	0
2022	22	128
<b>Total</b>	<b>55</b>	<b>451</b>





## Goals 2023

- A** Reduce IF1 with the goal of staying at or below 114.7.
- B** Start operation of UF3 ITS.
- C** Operate and maintain the new UF3 infrastructure.
- D** Provide interoperability service (electronic payment) to all road users with the system.
- E** Continue with the implementation of the plans established in the Accident Reduction Plan (PRA).







# Employees covered by an OHSMS

**GRI 403-8**

The OHSMS Manual and the NTC ISO 9001:2015, NTC ISO 14001:2015, NTC ISO 45001:2018 standards, and Decree 1072 of 2015 are assimilated by employees through promotion and prevention activities carried out during induction and re-induction processes, as well as in training, sensitization and talks.

Regarding the Contractor's Manual, we have defined solid criteria in terms of quality, environment and workplace health and safety (SST) as an integral part of the execution of the concession contract under the scheme of Public-Private Partnerships (APP) No. 008 of 2014. This contract was signed on December 10th, 2014, with the main objective of ensuring compliance with our internal requirements, as well as labor, legal, environmental, and quality regulations, during the execution of the work or the performance of assumed responsibilities. Additionally, the contractor

policy, which contains SST, environmental and quality requirements, is internalized through promotion and prevention activities in the working population.

**All of our employees and contractors are covered by our OHSMS.**

	2022	%	2021	%
<b>Collaborators</b>	155	100%	164	100%
<b>Contractor employees</b>	2,874	100%	2,528	100%





# Work-related injuries

**GRI 403-9**

The risks to which our employees and contractors were exposed during 2022 and which generated work accidents are associated with:

Category	Danger
Safety conditions	Mechanic
Natural phenomena	Landslide
Psychosocial	Working hours (night work)

The progress of the works in the Functional Units 1 and 2 led to the opening of new work fronts, which resulted in an 89% increase in the workforce during 2022. This increase led to greater exposure of the personnel to various risks and hazards linked to the progress of the projects. As a result, the incidence of work accidents experienced a 39% increase compared to the year 2021.

Here are the figures for injuries from occupational accidents during 2022:

## Work-related injuries ARM collaborators

Work-related injuries ARM	2022	2021
Deaths resulting from an occupational accident injury	0	0
Injuries due to occupational accidents with major consequences (not including fatalities)	0	0
Recordable occupational injuries	2	1
Total number of hours worked	457,638	434,911
<b>Contractors</b>	<b>2022</b>	<b>2021</b>
Deaths resulting from an occupational accident injury	2	0
Work-related injuries with serious consequences (excluding fatalities)	9	0
Recordable occupational injuries	220	84
Total number of hours worked	8,848,172	6,378,574





As a result of the two fatal events occurred in July and September 2022, the contracting companies EPC Consorcio Isla 2020 and Construcciones el Cóndor implemented the following action plans.

## EPC Consorcio Isla 2020

### Action plan

1

Carry out a diagnosis in UF3 and subsequently in UF1 and UF2 to determine if corrective measures need to be implemented in similar works or in other areas.

2

Ensure the approval process by the Concessionaire of the Security and Work Supervision personnel, to prevent the incorporation of supervisors without knowledge of the regulations and without experience in the field.

3

Training process for Industrial Safety and Occupational Health (SISO) inspectors on aspects related to construction processes carried out in the project.

4

Training process for technical area engineers who perform on-site supervision of works, on aspects related to safety and health in the workplace.

5

Execution of the JHA project with construction contractors.

6

Analysis of the increase in Industrial Safety, Occupational Safety, and Environment Inspectors (SISOMA) through technical assistance. Likewise, the need to increase personnel in the SST area was determined, and a specialist was hired who would be solely responsible for monitoring the work contractors and would depend on the technical area.

7

Implementation of the NALANDA program or Contractor Document Control Software in Functional Units UF1 and UF2.

### Contractor improvement



Modification of the construction procedure to improve excavation protection systems. This includes consideration of appropriate methods according to the dimensions and characteristics of the excavated terrain, in order to determine the slope securing systems to be implemented in accordance with current regulations.



Ensure the updating of risk matrices and legal requirements to contemplate landslide hazards and mitigation measures to be established.





# ECP Construcciones el Condor

## Action plan

1

Improve communication between the personnel driving the dump trucks and the administrative area, with the purpose of notifying relevant aspects during the shift.

2

Strengthen the training and awareness program for road actors, aimed at the development of healthy habits and lifestyles (restful sleep for more than 6 hours, adequate nutrition, non-consumption of psychoactive substances, among others).

3

Conduct a campaign with all drivers on how to act and stay calm in the event of a dangerous situation.



## Preventive measures to eliminate occupational risks

ARM continues to implement measures to prevent occupational diseases, such as work accidents, in its direct activities. These measures address administrative, engineering, substitution, elimination, and personal protection controls.

Regarding contractors, we have implemented weekly committees in order to report the findings found on the site, an effective measure that adapts to the dynamics of the project. In addition, for the rest of the contractors who hold bi-annual committees, we use their progress and good practices as a reference for replication in the rest of the partner companies. On the other hand, we maintain constant supervision at the different work fronts during the execution of the activities.





# Occupational diseases

**GRI 403-10**

During 2022, a fatal accident occurred at one of our direct collaborators.

ARM	2022	2021
<b>Number of deaths resulting from an occupational disease or illness.</b>	1	0

<b>Number of cases of recordable occupational illnesses and diseases</b>	1	0
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Contractors	2022	2021
<b>Number of deaths resulting from occupational illness or disease</b>	0	0

<b>Number of cases of recordable occupational illnesses and diseases</b>	0	0
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The following is the classification of hazards that contribute to or cause ailments in direct collaborators:

Ranking	Danger
<b>Chemical</b>	Inorganic powders

## Action plan

Our action plan to eliminate other occupational hazards and minimize risks through the control hierarchy is based on epidemiological surveillance related to the following occupational examinations:

- Follow-up every 3 years, according to the study performed.
- Chest X-ray with ILO reading.
- Emphasis on upper and lower respiratory tract.
- Spirometry with emphasis on FEV 1.
- Immediate tuberculin testing for the operating personnel of the O&M area (GES).

The collaborator (Q.E.P.D.) had as part of his responsibilities to operate a heavy crane, and it is relevant to mention that in this type of work he was not exposed to materials containing silica.

# Assessing the health and safety impacts of product or service categories

**GRI 416-1**

ARM and its contractors assess OSH impacts through the following mechanisms.

## 1 Accountability

Annually, we conduct an accountability for those who have been delegated OHSMS responsibilities. Through a presentation, we highlight all the work carried out by those in charge of the OHSMS, the COPASST, the Coexistence Committee, the emergency brigades and other employees.

## 2 Indicators OHSMS

We carry out both qualitative and quantitative evaluations of the results of the OHSMS. This system allows us to evaluate continuous improvement by analyzing the achievement of objectives and evolution over time.





⋮ The OHSMS has indicators that evaluate the structure, process and result of the following aspects:

### **A Policy**

For 2022, with respect to this indicator, which evaluates the dissemination processes of our occupational health and safety policy, a value **of 100%** was obtained, which indicates that the dissemination processes were carried out to all of ARM active employees.

### **B Objectives and goals**

For 2022, through the induction and re-induction processes, the objectives and goals of ARM Occupational Health and Safety System were disseminated. From the above, a value **of 100%** was obtained, which indicates that the disclosure processes were carried out to all active ARM employees for the period in force.

### **C Annual work plan**

In accordance with the work plan for 2022, all of the programmed activities related to occupational health and safety were carried out. Therefore, this indicator for December 2022 was **100%** compliant.

### **D Assignment of responsibilities**

Regarding this indicator, its measurement responds to the assignment of the person in charge of ARM Occupational Health and Safety management system. By 2022, the OSH preventionist **Lendy Yiced Castro Bedoya** was assigned, giving **100%** compliance with the indicator.

### **E Allocation of human, physical, financial and other resources**

By 2022, the necessary resources were available for the implementation, follow-up and compliance with the occupational health and safety management system. This budget was executed in **52%**, which is due to optimization processes of the initially budgeted resources, based on the generation of agreements with ARM strategic allies (ARL, SENA, Cajas de compensación familiar), reason for which 100% of the projected budget was not executed directly by ARM.

### **F Method for identifying hazards, assessing and rating risks**

This indicator measures the participation of all active employees in the identification of hazards and rating of risks to which they are exposed. For 2022, a score of 82% was obtained, which exceeds the expected goal of the indicator, which was projected at **80%** of the total number of employees.

### **G Formation and operation of the Joint Committee**

This indicator measures the existence of the committee, as well as the respective compliance with the processes of meeting and follow-up of the activities developed in it. For the year 2022, **100% of the indicator** was obtained, since the committee was formed, both by representatives of management and employees. Periodic meetings were also held, where topics focused on the promotion and prevention of occupational accidents and illnesses were addressed.





**H**

### Documents that support the OHSMS

During 2022, the Integrated Management System approved a total of sixty (60) documents between formats and procedures, which, for reasons of inclusion of activities, or improvement actions evidenced within the processes required adjustment. Therefore, this indicator obtained 100%, highlighting that, by the cut-off date, all the documentation associated with the OHSMS was up to date and updated in accordance with legal requirements and was in line with ARM operation.

**I**

### Procedure to carry out the diagnosis of health conditions

This indicator measures the elaboration of diagnoses of health conditions, carried out for the immediately preceding year for all our employees. During the year 2022, there were three (3) diagnoses of health conditions of Autopista Río Magdalena employees of the administrative headquarters of Bogotá, Puerto Berrio, Maceo and Vegachí corresponding to the IPS of Siplas, AVA and Salud Integral Preventiva IPS SAS. Therefore, this indicator was found to be 100% compliant.

**J**

### Emergency prevention and response plan

This indicator measures the existence of emergency prevention and attention plans. During 2022, Autopista Río Magdalena had the emergency plans required by the applicable legal regulations in each of its administrative offices. It also had an emergency prevention and attention plan for emergencies associated with the operation and maintenance of Functional Units 3 and 4, for a total of seven (7) emergency plans. Therefore, this indicator was set at 100% compliance.

**K**

### Occupational health and safety training plan

This indicator measures the existence of the training plan associated with the occupational health and safety system. During 2022, Autopista Río Magdalena executed 100% of the schedule established for that year, developing a total of **107 promotion** and prevention activities focused on the Integrated Management System (IMS), for the following programs: mechanical risk prevention, psychosocial risk prevention, prevention and protection against falls from heights, behavior-based safety, healthy lifestyles (visual and cardiovascular prevention and promotion), epidemiological surveillance musculoskeletal disorder, epidemiological surveillance Sensorineural Hearing Loss, epidemiological surveillance Occupational health and safety training plan Pneumoconiosis, prevention of alcohol, tobacco and other psychoactive substances consumption.

**L**

### Development of epidemiological surveillance programs

The indicator measures the existence of epidemiological surveillance programs for the project. During the year 2022, Autopista Río Magdalena had (5) EVPs, which were fully implemented. Therefore, we closed the year with 100% compliance with this indicator.

**M**

### Statistical record of occupational accidents

In the course of 2022, two accidents with minor consequences were recorded, of which one generated 3 days of incapacity. From the accident investigation processes, 11 action plans were generated, which were disclosed and closed within the same year. The goals established in the accident rate ratios projected for the project were also met, as the percentage for none of the months of the year exceeded the threshold of 0.64%.





**3**

**Management review**

We conduct a reactive and proactive review of the structure and process of occupational health and safety management and implementation. This assessment is carried out annually and aims to determine the extent to which the occupational health and safety policy and objectives are being met, as well as how risks are being controlled.

The results of the review conducted by top management are documented and shared with the COPASST and the person responsible for the OHSMS. The corresponding preventive, corrective and improvement actions are then defined and implemented.

For 2022, the management review resulted in a positive balance in relation to the management carried out in the area of Occupational Health and Safety, since the goals and objectives proposed in the integrated management system were met. As part of the management review, a preventive action associated with the strengthening of the behavior-based safety program for the year 2023 was generated.





# Non-compliance cases related to health and safety impacts of product and service categories

**GRI 416-2**

To date, there have been no legal sanctions or non-compliances. This result is due to the fact that we annually develop a rigorous process to evaluate the degree of implementation and compliance with legal requirements in OHSMS, which includes the following aspects:

**1** Evaluation report on the website of the Ministry of Labor.

**2** Audit of the OHSMS by external personnel.

**3** Audit of the legal matrix by an external party.

**4** 100% compliance with the established schedules for the inspection program, annual work plan and training schedule established for the OHSMS.



## Main Achievements



**We achieved the established target for accident frequency and severity.**



**We obtained certification from Bureau Veritas for ISO 45001:2018 and ISO 14001:2015.**





## Commitments and future goals

**A** Continue with the constant improvement of the projects that have been consolidated in 2022, such as Near Miss, Job Hazard Assessment, Safety Leaders, Safety Mentors, Stop Cards, Safety Tours and awards.

**B** Develop a recognition plan for employees who stand out for their performance in the Occupational Health and Safety System.

**C** Implement software to control the entry, authorization, and management of the Occupational Health and Safety Systems of the project's contractors.

**D** Maintain the ISO 45001 certification strategy, continuing with the annual follow-up audits conducted by the certifying entity.

**E** Implement measures to promote the occupational well-being and health of the working population.

**F** Continue with the health surveillance processes for ARM employees.







CHAPTER

# 04



## Passion for the Team

GRI 3-3

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# Passion for the Team

GRI 202-2



### Number of collaborators

**155**  
total employees



**63.87%**  
Men



**36.12%**  
Women



### Staff turnover

**26%**

In 2022, a total of 41 retirements were recorded, of which 28 were voluntary and 13 involuntary. This resulted in an overall turnover indicator of 26%, with an undesired turnover rate of 17%.



### Women managers

**1**

Management position is held by a woman



### Percentage of absenteeism

**1.5%**

Corresponding to annual absence hours.



### Collaborators in hybrid working day

**19%**



### Full-time employees

**100%**



### Executives with local nationalities

**83%**

From our executive staff



### Training hours

**5,678**

The percentage increase in training hours between 2021 and 2022 was approximately 33.57%.



### Parental leave

**3**

Employees took parental leave.





Our Passion for the Team pillar encompasses a series of behaviors and actions aimed at strengthening policies and practices that create an attractive work environment, where the well-being of our employees is promoted. In this environment, safety and care are paramount values in our daily activities.

Our commitment is to maintain a safe work environment that promotes productivity and team development, benefiting local work in our areas of influence.





# Main achievements

1

We continued to implement the Reimagine program, which is our hybrid work model for administrative roles that do not require in-person work or direct customer service. This program has allowed us to achieve:

- A 95% adoption rate of the program
- Time optimization of up to 3.5 hours in commute time
- Increased productivity

2

We mapped our executive-level talent using the Nine Box methodology followed by an evaluation by Korn Ferry. This allowed us to identify behavioral trends and create autonomous individual development plans. We used Charles Jennings' 70/20/10 model, which is based on three pillars for learning.

70  
Day-to-day experience

20  
Knowledge network

10  
Capacity building

3

We standardized positions across the board according to corporate policies, using a contribution model developed by Mercer.

4

We also provided training on our Code of Ethics and Conduct, strengthening our values and general guidelines for professional behavior.







# Talent management

**GRI 3.3: Ley Española (11/2018): 16, 17, 18**

Our talent management aims to provide a safe environment, promote a healthy and welcoming organizational climate, and offer a positive and stimulating experience to our employees. Our goal is to create professional development spaces that contribute to reducing talent loss.

With a visionary approach, and supported by our Global People and Culture Division, ARM has transformed its processes to achieve competitive standards in the market.

Therefore, we are committed to applying fair and responsible practices, providing a safe, inclusive, and collaborative work environment. Our standards and policies give direction to our actions, in favor of the professional development of the team and the strategic compliance of the business. Therefore, we have a set of policies that guide the talent management area:

**A** Code of Ethics and Conduct

**B** Human Rights Policy

**C** Human Resources Policy

**D** Salary Administration Norm

**E** Training and Development Norm

**F** Performance Management Norm

**G** Recruitment and Selection Norm

We track our talent management through the analysis of organizational climate and psychosocial risk survey results, as well as through internal surveys and direct conversations with our employees. This guides us to plan and carry out activities focused on training, well-being events, and promoting a balance between work and personal life.

From this perspective, the comparison of the results of the organizational climate survey between 2021 and 2022 allowed us to positively drive a series of activities and processes, as reflected below.

## Opportunity

## Initiative

## Shares

**Generate recognition and incentives for employees.**

Employee recognition program, based on the company's values.

Define an entry date for our employees, which will facilitate their incorporation into the Company and allow us to welcome those who join our team.

Birthday greeting.

Salutation for years of service to each employee and recognition of five-year service bonuses.

**Generate assertive communication between areas.**

Training on assertive communication, team diagnostics.

Theoretical and practical training workshop by the management team.

Diagnostic analysis and co-construction of next steps/activities in the teams.

**Knowledge of the Project.**

To raise awareness of important aspects of ARM and ALEATICA, from induction and among current employees.

Creation of the program 'A day in the life of...', with the purpose of fostering the exchange of experiences, strengthening camaraderie, improving understanding of the business and promoting a sense of cross-cutting teamwork.





# The team that drives us

**GRI 2-7 and 2-8**

At Autopista Río Magdalena, our people play an invaluable role in fulfilling their roles and responsibilities. Their contribution is essential to achieve our strategic objectives and generate value in our business model. **In 2022 we had a team of 155 collaborators, presenting a decrease of 5.49% with respect to 2021.**

**We highlight that in 2022 we presented 9 internal promotions, of which 4 were for women and 5 for men.**



## Contractors

Due to the progress of the works in Functional Units 1 and 2, we opened more work fronts; therefore, we increased the labor force by 13.67% compared to 2021.

**2021**  
**2,528** Contractors

**2022**  
**2,874** Contractors

As of December 31, 2022, we had two EPC contractors on our team. One of them was in charge of executing construction activities in Functional Units 1 and 2, while the other was in charge of rehabilitation and improvement activities in UF3.

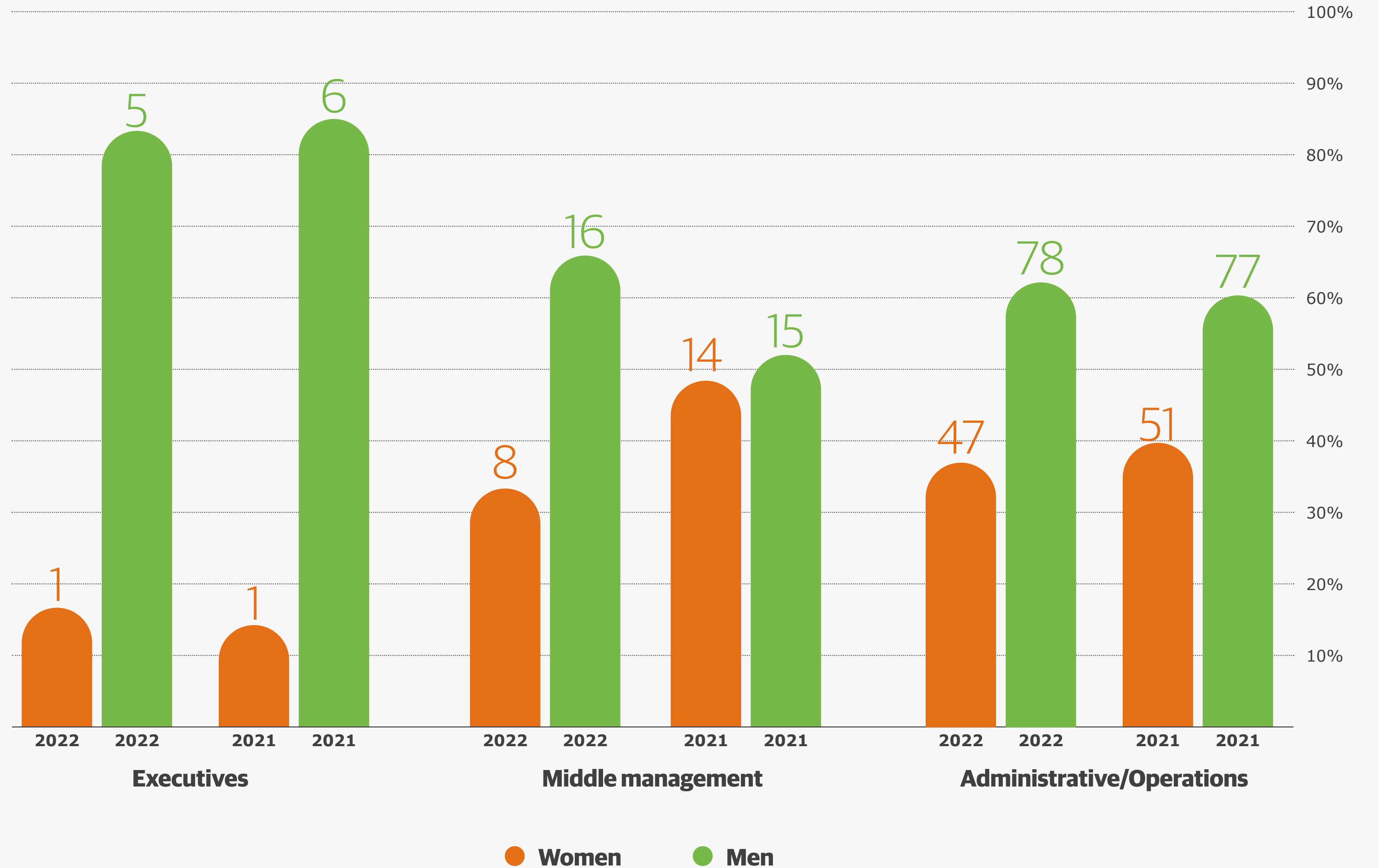




# Diversity in governing bodies and employees

GRI 405-1

In ARM, we have 6 executives, of which 16.7% are women and 83.3% are men. At the middle management level, the percentage participation is distributed in 33.3% for women and 66.7% for men. As for administrative/operational positions, 37.6% are occupied by women and 62.4% by men.







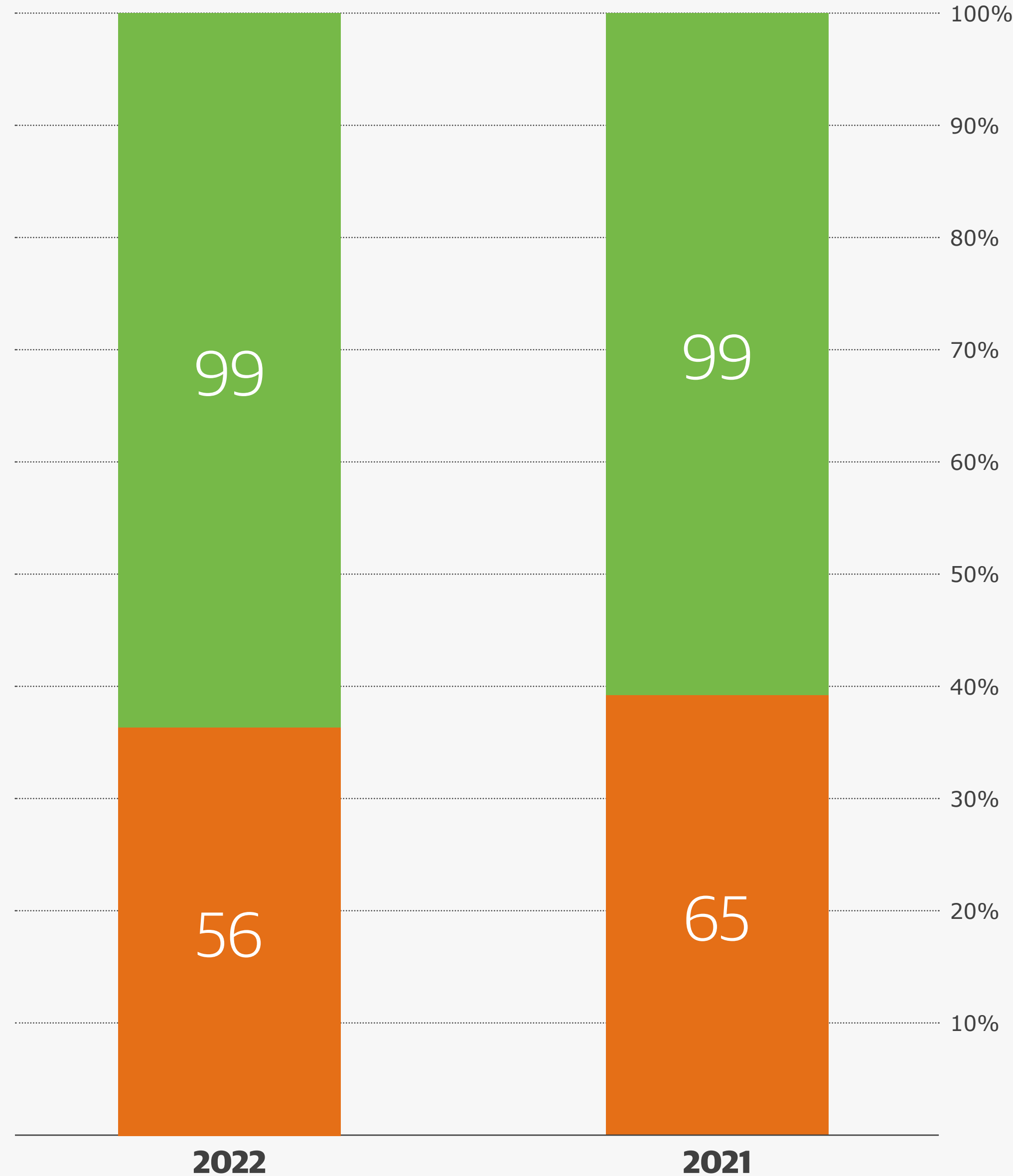
# Distribution by gender

Compared to 2021, we have noticed a decrease in the hiring of women. This reduction is due to the outsourcing of the general services activity to a specialized company. In addition, positions previously held by women in the property area were not replaced through direct hiring.

- Women
- Men
- Other genres

164 partners  
Total employees 2021

155 partners  
Total employees 2022



# Contract Modalities

Our understanding of Colombia economic situation and the significant employment challenges motivates us to focus on creating stable jobs. This orientation is clearly reflected in our hiring policy. In fact, in 2022, 99% of our employees had permanent contracts and worked full time.

	2022	2021
<b>Indefinite-term contracts</b>		
Men	97	99
Women	56	62
Other genres	0	0
<b>Total number of permanent employees</b>	<b>153</b>	<b>161</b>
<b>Fixed-term contracts</b>		
Men	2	
Women	0	3
Other genres	0	0
<b>Total number of temporary employees</b>	<b>2</b>	<b>3</b>
<b>Total number of employees</b>	<b>155</b>	<b>164</b>
<b>Full-time employment</b>		
Men	99	99
Women	56	65
<b>Other (gender as specified by the employee himself/herself)</b>		
<b>Total number of full-time employees</b>	<b>155</b>	<b>164</b>

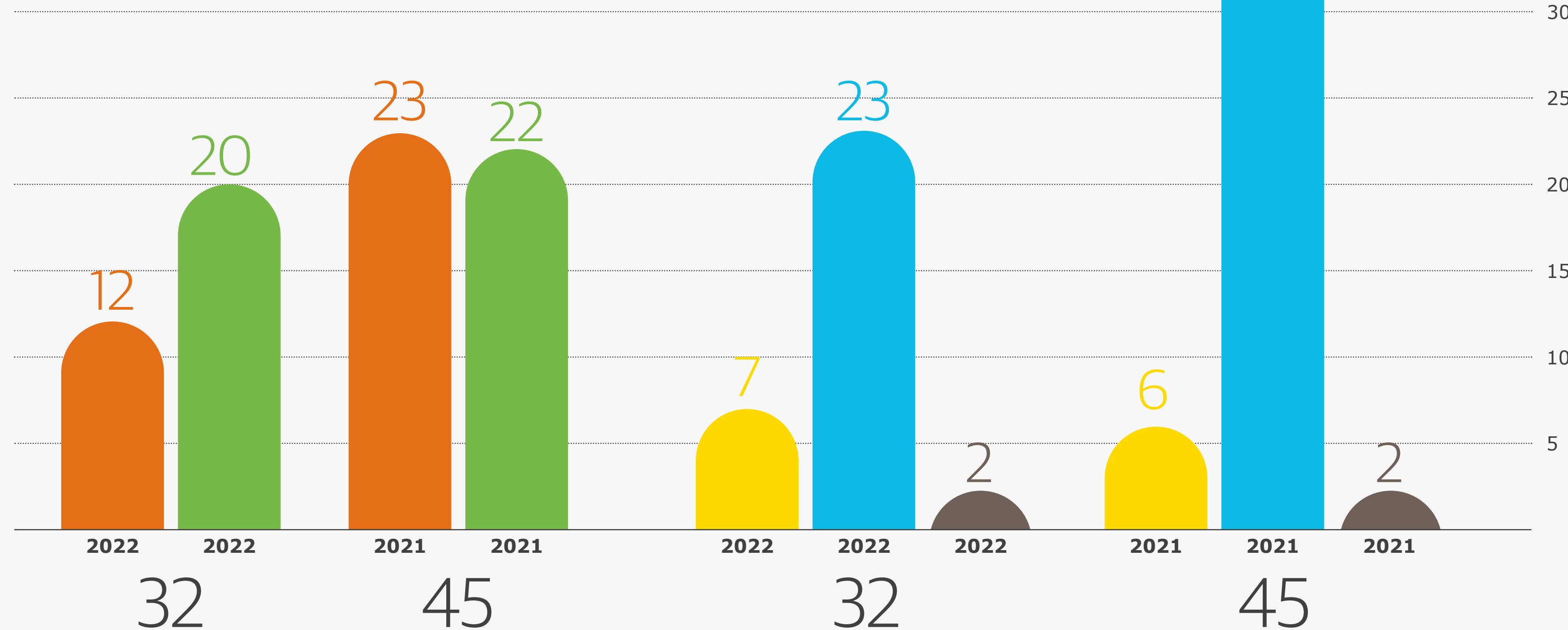




# Recruitment of employees

**GRI 401-1; Ley Española (11/2018): 19, 27**

Over the course of 2022, we hired 32 new employees. Of these hires, 38% were women and 62% were men. It is important to note that of the three hires for middle management positions, two of them were women.



By sex

By age group

● Women   
 ● Men   
 ● Under 30 years of age   
 ● Between 30 and 50 years old   
 ● Over 50 years old

The distribution of new hires by category was as follows:



53.1%

For Administrative Positions



9.37%

For Middle Management



37.5%

For Operational Positions





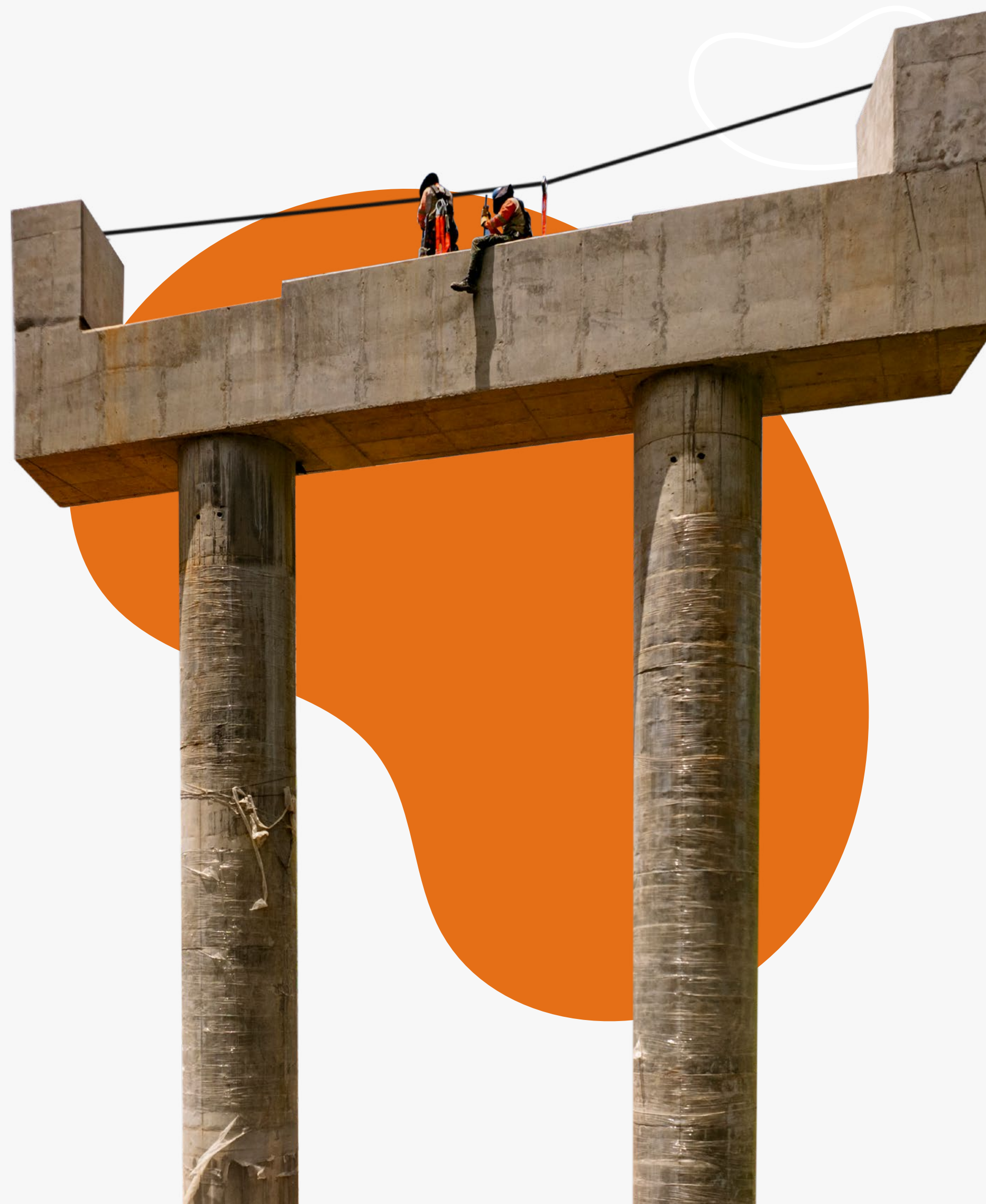
# Absenteeism and departures

GRI 401-1

In 2022, a total of 41 retirements were recorded, of which 28 were voluntary and 13 involuntary. This resulted in an overall turnover indicator of 26%, with an undesired turnover rate of 17%. Among the voluntary retirements, 38% were women.

In addition, there was a decrease at the executive level with 1 departure, while middle management experienced 11 retirements, and 29 employees in the administrative and operational areas left the organization.

	2022	2021
<b>By gender</b>	<b>41</b>	<b>26</b>
Women	21	12
Men	20	14
<b>By age group</b>	<b>41</b>	<b>26</b>
Under 30 years of age	3	2
Between 30 and 50 years old	35	23
Over 50 years old	3	1
<b>Absenteeism and attrition</b>		
Annual hours worked	446,400	434,911
Absenteeism hours	6,968	4,904
<b>Absenteeism by gender (hours)</b>		
Women	2,328	1,618.32
Men	4,640	3,285.68



# Collective bargaining agreements

GRI 2-30; Ley Española (11/2018): 33, 34

In Colombia there are labor agreements between employees and employers that protect labor rights and allow for the establishment of agreements between both. For this reason, at the national level we do not have union agreements.

As a company, we respect human and labor rights, prohibit child labor, and reject any practice of forced and unfair labor.

# Performance evaluation

GRI 404-3; Ley española (11/2018): 35

We continue to make progress in our performance management through the ALEATICA Go platform (with the commercial tool Cornerstone). **At the corporate level, we have achieved 100% coverage in the definition, semi-annual review and evaluation of performance for management and middle management levels for the year 2022.**

This practice contributes to maintaining accountability in team management and collective contribution to business results. It also facilitates salary reviews based on contribution to the business.

In 2022, we kicked off the high performance culture project. The first step was to work with ALEATICA Executive Committee (ExCo) to define the behaviors that will be disseminated throughout the organization. These behaviors will be integrated into the performance evaluation by 2023.





# Training and development

**GRI 404-1 and 404-2**

We developed a total of 189 training activities aimed at strengthening our organizational culture, promoting quality, productivity and the development of fundamental competencies for Our Business.

We highlight the participation of our employees in the Integrated Management Week, which focused on strengthening ALEATICA corporate values and creating awareness of the key components of our Integrated Management System, which covers aspects such as the environment, quality and occupational health and safety management. This initiative is part of our organizational strategy and ensures compliance with current national and international regulations.

**The percentage increase in training hours between 2021 and 2022 was approximately 31.16%. In total we invested 5,678 in education and training, distributed as follows:**

## Training topics

1

Formation of the emergency brigade, COPASST and the labor coexistence committee.

2

Motivational leadership training.

3

Strengthening of the JHA program.

4

Customer service and dissemination of company policies, enhancing the technical and professional skills of employees, as well as their motivation and job satisfaction.

	2022	2021
<b>Men</b>	4,350	3,395.35
<b>Executives</b>	66	11
<b>Middle management</b>	220	364
<b>Administrative/ operators</b>	4,064	3.20
<b>Women</b>	1,328	934
<b>Executives</b>	3	3
<b>Middle management</b>	160	850
<b>Administrative/ operators</b>	1,165	81
<b>Total</b>	<b>5,678</b>	<b>4,329</b>





# Remunerations

**GRI 2-19; 2-20; 405-1 and 405-2**

Upon joining ARM, the minimum monthly remuneration is at least the minimum wage in operational positions, for both men and women. There is no distinction of any kind based on gender, race, age, or any other type of characteristic, in accordance with the provisions of Law 1496.

The salary difference between 2022 and 2021 is due to the salary increase given each year in terms of CPI and internal compensation policies.

Average compensation	2022	2021
Executives	34,233,097	27,925,000.00
Media Control	7,009,655	6,132,687
Administrative/ Operations	2,510,521	2,336,874







# Benefits and working conditions

**GRI 3.3: Ley Española (11/2018): 35 and 401-2**

We are committed to applying fair and responsible practices, providing a safe, inclusive and collaborative work environment. Our norms and policies allow us to give direction to our actions, in favor of the professional development of the team and the strategic fulfillment of the business.

We look after the well-being of our employees, and therefore we have a series of extra-legal benefits that contribute to the well-being and improvement of working conditions. Our benefits program includes:

- A** Life and critical illness insurance.
- B** Funeral policy that covers the main insured and his or her primary family group.
- C** Academic leave.
- D** Coverage for medical incapacity in addition to that defined in the Labor Code.

- E** Assignment of vehicles for positions within the project.
- F** Housing assistance.
- G** Connectivity allowance for collaborators in hybrid mode.
- H** Training plans in agreement with highly recognized universities. Hybrid work modality for
- I** administrative positions in which the attention to internal or external users is minimal.

## Employee wellness

### Engaged Performance

We recognize that in order to move forward and improve we need to measure our actions and their impact; therefore, we

manage practices that help us improve in the dimensions evaluated in the 2021 organizational climate survey. **In 2022 we conducted a pulse measurement that showed a 78% engagement and 84% empowerment.**



### Commitment

It is the "willpower" of each employee, including their sense of belonging to the group.



### Enablement

Tools and corporate support necessary for the employee to do his or her job properly.

## Scale of outcome/ favorability

81 - 100  
High favorability

51 - 70  
Opportunity

71 - 81  
Moderate - Medium

Less than 50  
Low Critical





With this new measurement we will generate strategies that will allow us to address initiatives in 2023 that will lead us to have a more motivated, involved and committed team.

On the other hand, we remain focused on our team, which is why we developed activities that allowed us to manage wellness issues:

- A** Women's Day
- B** Mother's Day
- C** Father's Day
- D** Love and friendship integration activity
- E** Recognition of Quinquennials
- F** CCO opening celebration
- G** Health and Wellness Week
- H** Anti-bullying and mental health care campaigns

## Minimum notice periods for operational changes

**GRI 402-1**

In December 2022 we inaugurated the Operations Control Center in Puerto Berrío, a new headquarters that will be inaugurated in January 2023, which was informed to all employees in a timely manner.

## Reconciliation of work and family life

**GRI 401-3**

We continued with the implementation of the Reimagine program, where we consolidated the hybrid work model for administrative collaborators who are not present in the project or do not provide direct customer service. In this way, 95% of the employees adhered to the program. This initiative has made it possible to optimize travel times of up to 3.5 hours for some of our employees, and to increase productivity in the performance of activities.

In relation to parental leave, 3 employees made use of this right. The following is a breakdown of the indicator taking into account the return and retention rate after the leave.

	2022	2021
<b>Personnel who have been entitled to parental leave</b>	<b>3</b>	<b>1</b>
<b>Women</b>	1	1
<b>Men</b>	2	0
<b>Personnel who have taken parental leave</b>	<b>3</b>	<b>1</b>
<b>Women</b>	1	1
<b>Men</b>	2	0
<b>Of the above, people who have returned to their jobs after parental leave</b>	<b>3</b>	<b>1</b>
<b>Women</b>	1	1
<b>Men</b>	2	0
<b>Of the above, individuals who return to work after parental leave and remain with the organization after 12 months.</b>	<b>2</b>	<b>1</b>
<b>Women</b>	1	1
<b>Men</b>	1	0
<b>Return to work rate</b>	<b>100%</b>	<b>100%</b>
<b>Women</b>	100%	100%
<b>Men</b>	100%	0
<b>Retention rate</b>	<b>67%</b>	<b>100%</b>
<b>Women</b>	100%	100%
<b>Men</b>	50%	0





## Equality, diversity and inclusion

**GRI 405-1**

We seek to align and implement diversity, equity and inclusion strategies, where our employees can develop their full potential, being who they are, through an inclusive organizational culture. In this sense, our purpose is:

- A** Ensure that our commitment to diversity is lived and transmitted on a day-to-day basis by our employees.
- B** To ensure that our processes, policies and value proposition support a culture of inclusion.
- C** "Gender" challenge.

In 2022, we did not have any complaints of discrimination.

## Senior executives recruited from the local community

**GRI 202-2**



83% of senior executives are Colombian, while 17% are foreign nationals.

## Accessibility

Currently, there are no personnel reported with any type of disability within the company's team; however, the new Operations Control Center facilities in Puerto Berrío have access ramps and an elevator.





# Commitments and future goals

For the year 2023, our commitment from the People and Culture area is to continue working so that our employees develop their full potential and continue to impact the achievement of ARM strategic objectives. In this sense, we have set ourselves the following goals:

Keeping people at the center of all processes, in order to provide the best experience to our team.

1

Change the payroll platform.

2

Implement the overtime system with the supplier Geovictoria.

3

Strengthen the culture of high performance.

4

5

Continue with the succession process and definition of talents and key positions, with the purpose of promoting talent development internally.

6

Identify and prioritize training needs to subsequently initiate coverage of the approved plan.

7

Conduct surveys and outreach on diversity and inclusion issues.

8

Comply with the climate actions proposed in the plan.



**Ginna Paola Bareño**  
BP People and Culture Leader





CHAPTER

# 05



## Service Excellence

GRI 3.3

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# Service Excellence



%  
of respondents' satisfaction with the response time to their concerns

**100%**



%  
of respondents with clear explanation of terms in PQRS

**98%**



%  
of respondents with timely responses to concerns

**85%**



%  
of Satisfaction of users of the road assistance service

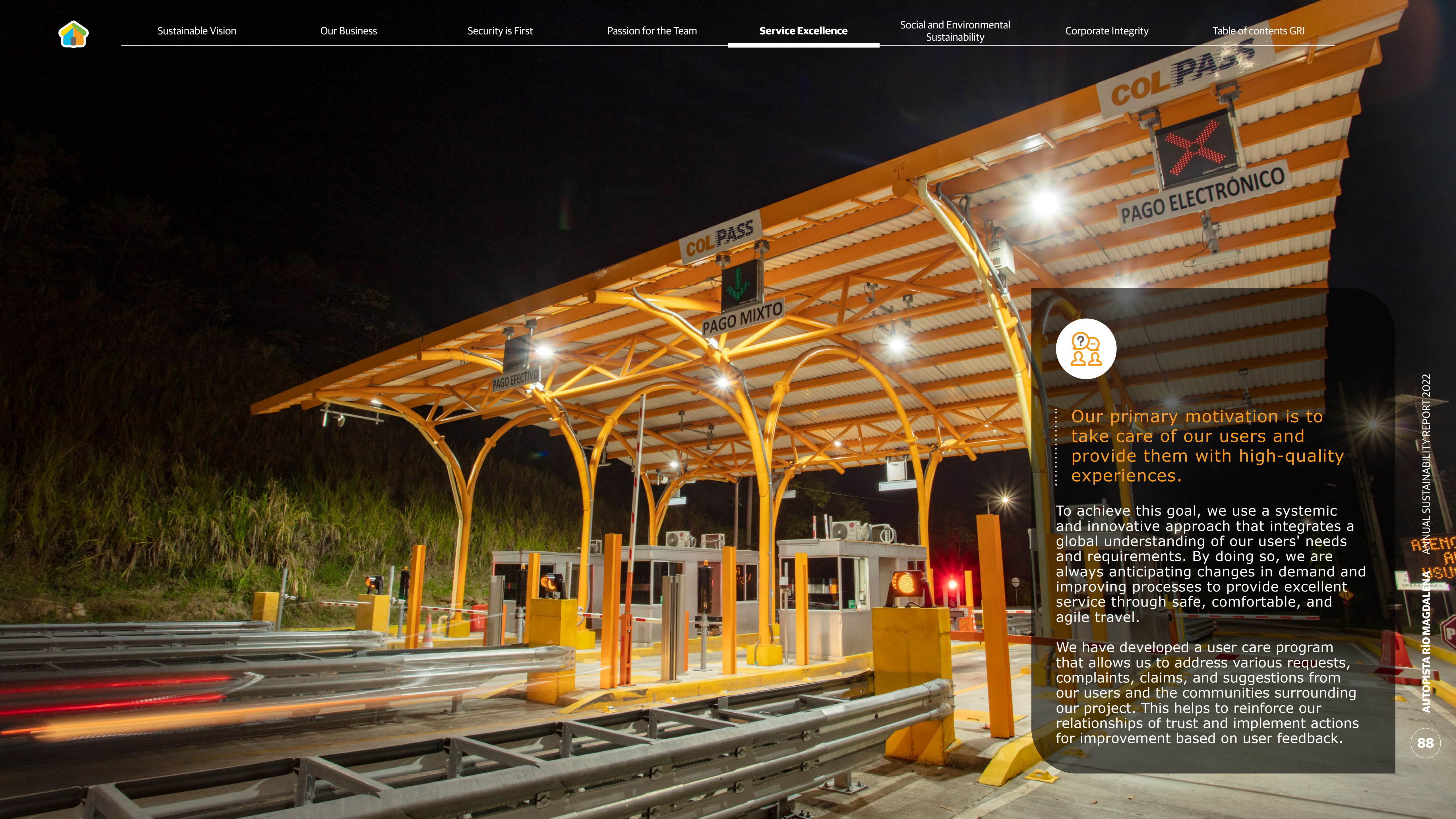
**100%**



Electronic transactions (IP REV) at Puerto Berrío toll booths

**275**





Our primary motivation is to take care of our users and provide them with high-quality experiences.

To achieve this goal, we use a systemic and innovative approach that integrates a global understanding of our users' needs and requirements. By doing so, we are always anticipating changes in demand and improving processes to provide excellent service through safe, comfortable, and agile travel.

We have developed a user care program that allows us to address various requests, complaints, claims, and suggestions from our users and the communities surrounding our project. This helps to reinforce our relationships of trust and implement actions for improvement based on user feedback.





# Main achievements

1

The start of operations at the UF4, which includes the Puerto Berrío variant and a viaduct over the Magdalena River.

2

The opening of our Control Operations Center and Operation Base.

3

Continued superior ratings in our Net Promoter Score (NPS) results.

4

80% of the 42 communities surrounding our project participated in our community relationship strategy, Fútbol para Formar.

5

The initiation of electronic payment services (IP REV) at the Puerto Berrío toll station.

6

The optimization of mobility between Medellín and Puerto Berrío through the expansion of the Puerto Berrío toll booth from 3 to 5 lanes.

7

The operation of Intelligent Transport Systems (ITS), which allow us to provide users with information through messaging panels, SOS poles, surveillance, and cameras located along the road corridor.



**Ing Gabriel Camacho Moreno**  
Chief Operating Officer





Over the course of 2022, within the impacts that are characteristic of our commitment to service excellence, we identify:



Reduction of travel time.



Improved safety and comfort on the road through efficient signaling.



Wide variety of customer service channels for our users, thus facilitating communication and understanding of their needs and expectations. These include the website, email, telephone service, emergency control center, call center, Twitter, Facebook, YouTube and WhatsApp.

Our operations have resulted in a variety of situations, including:



Temporary road closures to address emergency situations, such as landslides or accidents.



Intermittent road closures due to road construction processes.



Generation of environmental and social impacts during the road construction process. We have specific management programs to mitigate and control these impacts.



## Policy for managing service excellence

At ARM, we have a Service Excellence policy through which we are committed to care for and protect our users. Our policy is available for consultation on the following page:



<https://www.ALEATICA.com/wp-content/uploads/2021/06/DSA-POLI-02-Politica-de-Excelencia-en-el-Servicio.pdf>

## Intelligent Transportation Systems (ITS)

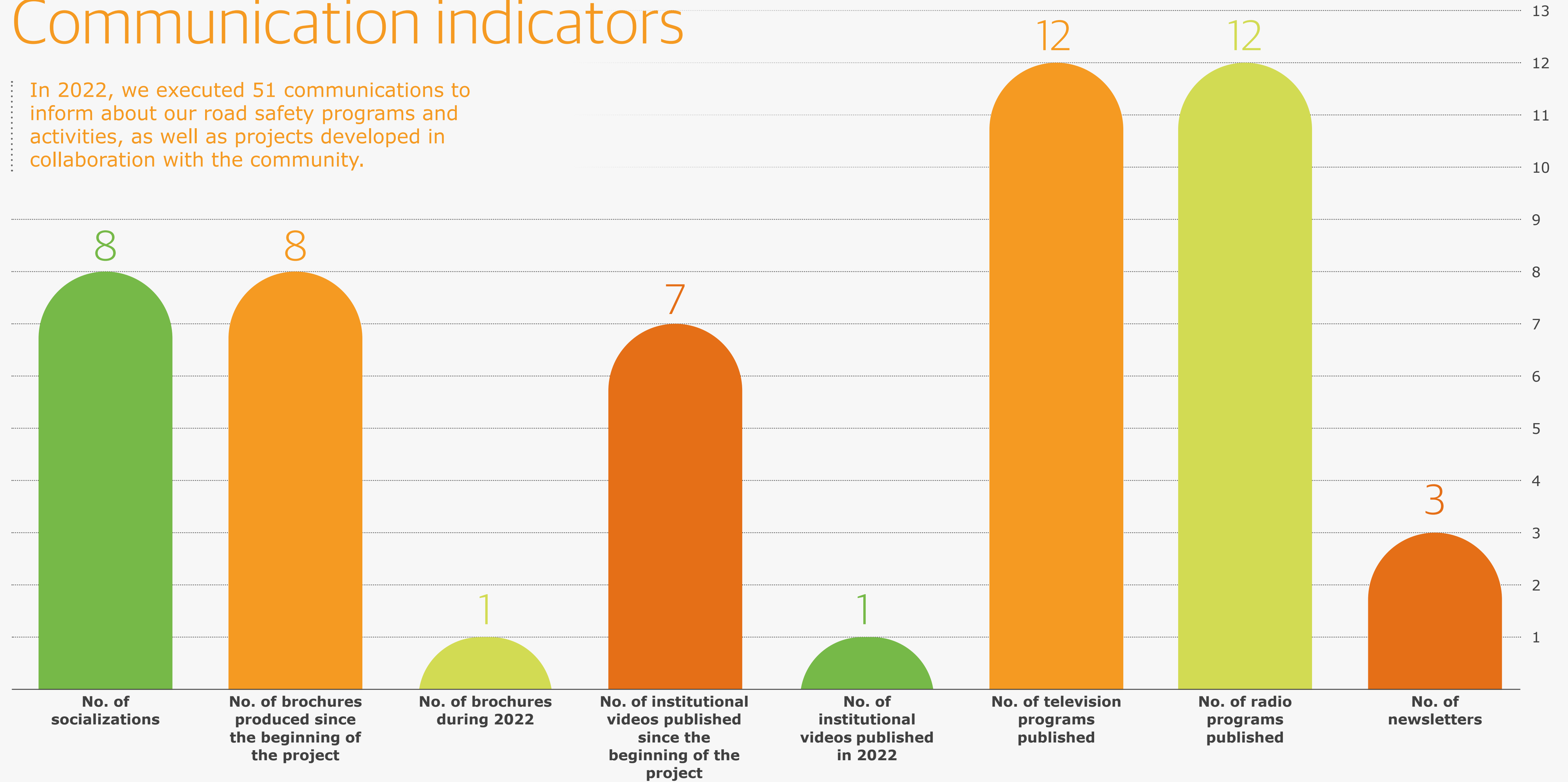
During 2022, we completed the delivery and implementation of Intelligent Transportation Systems (ITS) in UF4, comprising messaging panels, S.O.S. poles, surveillance cameras, communication systems, among other components. In addition, we initiated the contract for the installation of ITS in UF3.





# Communication indicators

In 2022, we executed 51 communications to inform about our road safety programs and activities, as well as projects developed in collaboration with the community.







# Means of contact

We have three user service offices located in the municipalities of Vegachí, Maceo, and Puerto Berrío. Additionally, we have three mobile offices that frequently visit the surrounding towns and provide guidance on labor involvement processes, community training programs, concession services, and general project information. Furthermore, we offer the following communication channels for the entire community to use:



## Customer service hotline

(604) 8326778  
Ext. 14750 – 3173830601.



## Website

[www.autopistamagdalena.com.co](http://www.autopistamagdalena.com.co)







## Satisfaction Surveys

Gathering user feedback using satisfaction surveys is an essential part of our Service Excellence pillar at Autopista Río Magdalena. After providing roadside assistance, we conduct a brief survey to track the quality of our services using the Net Promoter Score (NPS).

These surveys serve as a two-way communication mechanism, allowing us to have a direct conversation with our users, understand their needs and perceptions about the service they received, and improve our services accordingly.

In 2022, our user satisfaction surveys for our roadside assistance service showed an increase in approval, reaching 100%, compared to the 98% recorded in 2021. This result indicates that users are highly satisfied with the services we provide, and we will continue to strive for improvement to maintain this level of satisfaction.

... We carry out semiannual surveys to obtain:  
...

1

The feedback from our road users regarding the state of the road, the attention provided at the Operations Control Center (CCO), the service of our roadside assistance team, waiting times at tolls, the signage and other relevant aspects. Consequently:

100%

of the survey respondents who used any of the services provided by the concession on the road, such as ambulance, workshop car, and tow truck, stated that these services were provided free of charge.

79%

of the survey respondents stated that they received information about road closures and emergency contact numbers through various communication channels such as radio stations, messaging panels, and social media.

91%

gave a positive evaluation of the services provided on the road, including ambulance, workshop car, tow truck, SOS poles, and others.

78%

expressed satisfaction with the cleanliness of the road.

These results have allowed us to analyze the response times of our services and generate training processes focused on strengthening service to our users.

2

To assess the satisfaction of our users and the communities that interact with our user service office through Public Queries, the analyses for 2022 showed that:

100%

of the survey respondents stated that they received a very friendly or friendly treatment from the concession's staff.

70%

of the survey respondents declared that they visited one of the concession's offices.

Regarding the level of satisfaction with the response received to their requests,

85%

indicated that they were satisfied or very satisfied.

100%

of the survey respondents expressed satisfaction with the time it took for the concession to respond to their inquiries.

98%

of the survey respondents stated that they received a clear explanation of the terms and conditions for the resolution of their Public Queries.

85%

affirmed that they received timely responses to their inquiries.

**At ARM, we have achieved significant improvements by considerably reducing response times and making responses more understandable to the community and road users, avoiding the use of excessive technical language. Additionally, we have simplified the process of presenting Public Queries to make it more accessible for everyone.**

Our users are satisfied with the clarity and timeliness of the information, the time taken, and particularly the friendliness of the service provided by the social professionals at the concession's user service office.





# Complaint system

At Autopista Río Magdalena, we have various communication channels designed to hear and resolve concerns or complaints from our users. Our user service team manages complaints received, which are registered and classified according to the reason for their submission to ensure proper follow-up. If the complaint is not resolved during the first contact, our representatives communicate with the user through phone calls or emails.

Complaints are shared with the relevant areas for analysis and resolution, where the responsible parties carefully review the reported situation. Corrective and follow-up actions are established, and feedback is provided to the involved areas. We maintain constant coordination with the operation and maintenance areas, as well as with our suppliers and contractors, especially those who have direct contact with our users and communities within the project's influence area.

## Complaints

In 2022, all received complaints were addressed within the established

timeframes, rigorously following ARM internal processes. It is important to note that we had a slight decrease of 1.3% in the number of Public Queries and Complaints with respect to 2021.

Comparison of PQRS	2022	2021
<b>PQR No.</b>	231	234

### Main reasons for complaint:

At ARM, we categorize complaints into different categories based on the topics addressed in each request submitted by stakeholders. Here is the thematic classification of complaints received in 2022, compared to 2021:

It is worth noting that, according to our typology, in 2022, 60% of the requests were related to construction processes, which is a 6% increase compared to the percentage presented in 2021. This increase is due to the progress made in the construction of Functional Units 1 and 2, as well as the progress made for the corresponding delivery of Functional Unit 3.

Typology	2022	2021
<b>PQRS Community on the occasion of the works</b>	138	127
<b>PQRS road users</b>	35	14
<b>Environmental PQRS</b>	3	0
<b>PQRS RRHH</b>	1	0
<b>Property PQRS</b>	45	61
<b>PQRS Social Management</b>	1	18
<b>PQRS Technique</b>	8	12
<b>PQRS Archeology</b>	0	2





## Data Privacy

**GRI 418-1**

At Autopista Río Magdalena, we apply strict standards and protocols related to the protection of personal data in accordance with the DAJ-NORM-04 standard from ALEATICA. This internal standard regulates how personal data is managed and protected. We also use privacy notices for suppliers and formalize Treatment Delegation Contracts when sharing data with third parties.

A Data Protection Officer (DPO) is designated by the Board of Directors, and currently, this role is held by Catalina Rojas in Colombia.

At the corporate level, there is a Global Data Protection Delegate with extensive experience in the field, who oversees the data protection activity of all Group companies. This delegate defines annual action plans, reports to relevant bodies, evaluates privacy and data protection risks, and ensures that a Zero Tolerance Policy is applied to non-compliance with corporate regulations, including those related to privacy and data protection. Additionally, an annual audit plan is established to ensure compliance with these procedures.

Regarding data protection, we reviewed 195 data flows for suppliers, contracts, and service orders. These were analyzed and classified, resulting in the correction of 5 data flows through the drafting of necessary personal data protection clauses for their legitimacy. Additionally, we developed and launched online training on personal data protection, in which 100% of employees participated.

... In 2022, a breach of security occurred at ARM, which was attended to by the DPO in Colombia. They conducted the corresponding analysis and took the necessary corrective actions to avoid a recurrence.

**Catalina Rojas Toro**  
Legal Specialist-DPO  
Colombia







# Community Relationship Strategy: Fútbol para Formar

## What is football to train?

Fútbol para Formar is a community relationship strategy that was developed through the User Service Program in 2017. Its objective is to promote relevant project information through fun and educational activities, mainly aimed at children and youth who are part of the ARM project influence area.

## How did you start football to train?

The initiative started in 2017, after identifying the need to efficiently inform communities in the ARM project influence area and respond to their concerns with first-hand information.

## Who and how many children participate?

Fútbol para Formar is targeted at children and youth between the ages of 5 and 16 years within the influence area. **Currently, 146 children from the Aterrado, Ingenio, Carlota, Santa Ana, and Doña Ana settlements participate every 15 days.**

## What happens at the meetings?

The events comprise three primary activities, focusing on informing, educating, and playing.



### Informing

We share relevant project information with accompanying personnel, such as project generalities (user service channels, progress of work, CAE emergency lines), road sections, traffic signals, roles of traffic signals, road users, types of vehicles, protective elements according to the type of vehicle, road safety measures, pedestrian guidelines, cyclists on the road, unsafe acts, social values (respect, tolerance, responsibility, among others).



### Educating

We concentrate on educating participants on topics such as solid waste separation, road safety culture, and social values. These themes are approached in a fun way to sensitize future road users.



### Playing

After sharing the information, participants engage in sports activities.







## Commitments and future goals

- A** Improving response times directed towards users who submit Public Queries and Complaints.
- B** Ensuring good attention and user satisfaction through surveys (NPS) and service indicators with specific goals.
- C** Increasing the Customer Experience (CX) Maturity Level in ARM, according to each dimension and in coordination with the Transversal Committee, through punctual actions to achieve this objective.
- D** Sharing the Customer Experience culture at ARM.
- E** Operating UF3 with high standards of quality, providing safety and comfort to road users.
- F** Implementing the road safety management system under ISO 39001 and obtaining the certificate issued by an external entity.







CHAPTER

# 06



## Social and Environmental Sustainability

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# Social and Environmental Sustainability



## Social Investment

**\$1,719,000,000**

COP

of investment for social management and the Environmental and Social Responsibility Plan. Increase compared to 2021 was 86.79%



## Social donations

**\$167,703,130**

donated to different social organizations



## Training hours for local communities

**1.882**

hours of training in entrepreneurship and productive projects, participatory environmental management, and community participation and social control.

GRI 203-1



## Water consumption

**84,763 m<sup>3</sup>**

Total surface water consumption captured or purchased from authorized third parties associated with the construction advancement of functional units 1, 2 and the completion of the UF3

**10,575 m<sup>3</sup>**

Total surface water consumption purchased from authorized third parties directly associated with the operation of the project

The expansion of construction activities in Functional Units 1 and 2 required the opening of two new water collection points, in addition to the existing ones in 2021. This resulted in an increase in the extraction of water from various sources.

At the same time, it was necessary to increase the supply of water from third parties, acquiring water in a block from the municipality of Puerto Berrío to support not only the completion of the construction works, but also the continuity of the operation of the project.

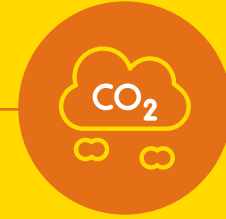


## Environmental training hours

**652**

**1,056**

trees planted in environmental activities with the community



## Contribution to CO<sub>2</sub> retention

**31,680 kg de CO<sub>2</sub>**

from voluntary seedlings in contribution to the fight against climate change

**18,802**

trees planted

Associated with project environmental compensation obligations

**8 mammals, 1076 birds, 3 reptiles and 24 amphibians**

rescued and relocated to work





At ARM, we are aligned with the Social and Environmental Sustainability pillar through the goals and objectives established in the Contractual Social Management Plan and the Environmental and Social Responsibility Plan.

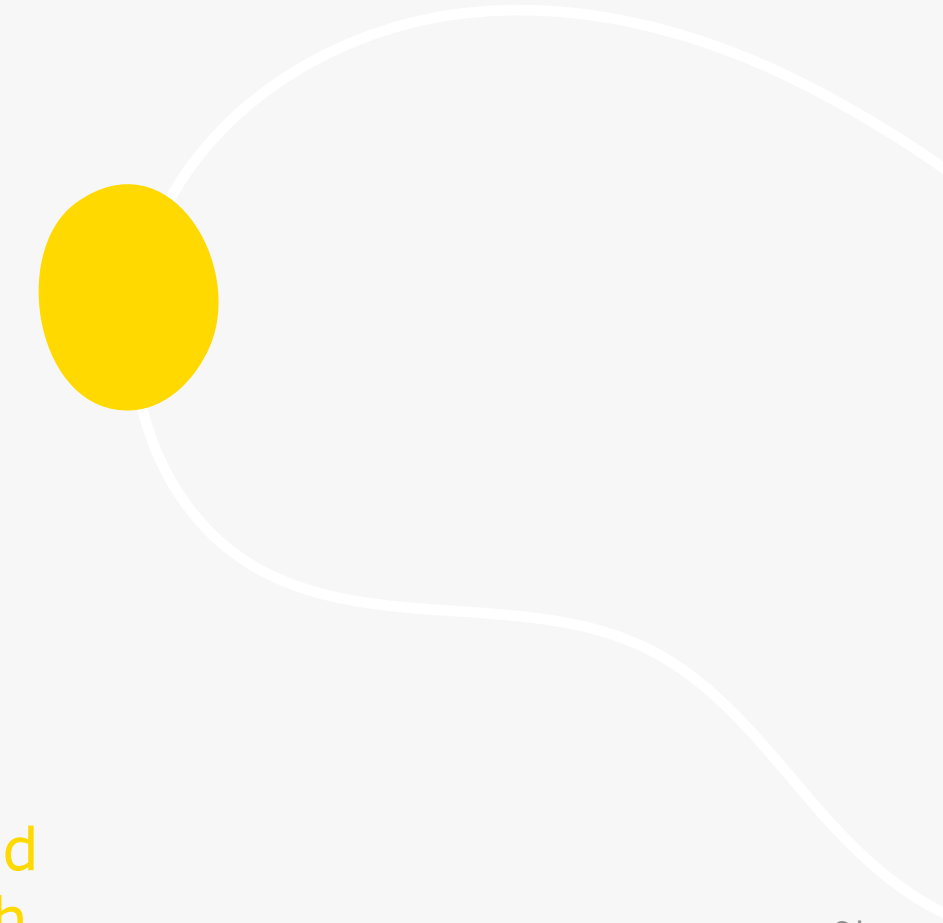
Our main objective is to improve the project's integration into the region by working closely with social actors, public institutions, private entities, and local associations.

We seek to effectively manage the risks and impacts contemplated in Technical Appendix 8 Social of the Concession Contract, the Equator Principles, Sustainable Environmental and Social Performance Standards of the International Finance Corporation (IFC), and the current social norms. Our objective is to develop programs that ensure continuous attention to communities and the creation of sustainable scenarios.

Through the Integrated Safety, Occupational Health, Environment, and

Quality Management Policy (HSEQ), Waste Management Policy, Material Procurement Policy, Prevention and Control of Atmospheric Pollution Policy, Habitat and Biodiversity Protection Policy, and Energy and Greenhouse Gas Policy, we aim to strengthen internal capacities to efficiently use renewable and non-renewable resources, mitigate and prevent socio-environmental impacts, comply with applicable legal requirements, and meet stakeholder needs.

One of our major priorities is to contribute to the sustainable development of the region where we operate, through responsible management of our activities and promotion of social and environmental sustainability.







# Main Social and Environmental Achievements

- A** **Training a total of 852 employees on social and environmental responsibility culture**, promoting appropriate relationships with communities surrounding the project.
- B** **Increasing investment in social management** and the Environmental and Social Responsibility Plan by 86.79%.
- C** **Managing resources to leverage productive projects**, closing technological gaps necessary for compliance with current regulations.
- D** **Training 537 women in technical skills, entrepreneurship, and business management.**
- E** **Quantifying our carbon footprint in 2022**, which is currently in a verification process scheduled for 2023.
- F** **Strict compliance verification of all environmental responsibility standards and applicable regulations in our company.**

- G** **Significant improvement in the management of recoverable waste by reusing excavation materials leftover from the construction processes of UF1 and UF2**, which has had a **noticeable impact** on **reducing pressure on landfills** and **recovering raw materials** for use in other product manufacturing processes.
- H** **Obtaining certification for quantification of greenhouse gas (GHG) emissions for the years 2019 and 2021.**
- I** Successfully developing and implementing **the Wildlife Collision Prevention Program** (SGI-PG-017).
- J** **Installing 4 tree animal crossings and 12 preventive wildlife protection signs as part of the start of the operational phase of UF3.**
- K** **Voluntary planting of 720 trees**, in line with the guidelines of the project's Environmental and Social Responsibility Plan.
- L** **Obtaining certification** in the latest version of the **ISO 14001** standard.





# Our social commitment

GRI 3.3 and 413-1



At ARM, we are committed to the communities in our area of project influence by formulating social and environmental plans, programmes and projects designed to address identified needs in the territory. Our primary goal is to create positive and measurable impacts that contribute to social well-being.

Guided by the motto "If not sustainable, it is not true development", we are committed to establishing a Sustainability Strategy. This strategy is designed to ensure that we contribute quantifiably to the 2030 Sustainable Development Goals (SDGs), addressing global challenges such as poverty, inequality, climate change, environmental degradation, prosperity, peace and justice.





# Our Social Work

At ARM, we have implemented two key plans: the Contractual Social Management Plan and the Environmental and Social Responsibility Plan. These plans serve as a basis for developing social and environmental management programs and projects based & designed on identified needs in the territory and in collaboration with communities, taking into account the socioeconomic context and social dynamics.

The programs included in the Contractual Social Management Plan and the Environmental and Social Responsibility Plan are mainly oriented towards social and environmental responsibility, with a priority focus on the well-being of the communities impacted by the project.

## Socioeconomic Development of our Communities

Through the execution of the Contractual Social Management Plan and the Environmental and Social Responsibility Plan, we have been able to drive productive projects and initiatives, maintaining our commitment to adding value to all of our stakeholders in various areas. Our social dedication focuses on strengthening the socioeconomic development of the communities within the project's influence area. This objective is achieved through close collaboration with local entities, facilitating the consolidation of relationships and ensuring the long-term sustainability of our strategies.

In the course of 2022, we carried out programs to support communities affected by our operations, focusing on promoting productive projects. As a result, we would like to highlight the following achievements:

## Accompanying Productive Projects

# From accompanied projects	Regions	Landmarks	Investment in productive projects
301	Magdalena Medio	22 projects received personalized and ongoing advice on consolidating resource application strategies in collaboration with other institutions.	Total investment: <b>\$125'000,000</b> for the procurement of machinery, equipment and resources for the development of the projects.
		32 entrepreneurs actively participated in the Merca Emprende strategy, which seeks to exhibit entrepreneurs in the lines of agribusiness, handicrafts, agriculture and services for the improvement of customer chains, suppliers and their relationship.	
	Northeast of Antioquia	145 entrepreneurs and employers benefited from the Business Training Program "Growth is Possible."	
		51 participants participated in the "Enterprise Your Future" programme, a strategy oriented towards building business plans for the search for corporate financing.	
		In this programme, 10 business plans with seed capital were awarded.	
		51 entrepreneurs participated in the different sessions of the entrepreneurial programme undertake it, which seeks to develop the competences of entrepreneur for growth of their production units.	





# Main Achievements in Socioeconomic Development of the Region

During 2022, our socioeconomic achievements were notable. Through personalized support to productive units, we fostered the emergence of solid and sustainable ventures in the communities. We also generated participation spaces for productive projects, giving them visibility in the market, and connecting them with growth opportunities. We identified and collaborated with institutions that share our objective of strengthening entrepreneurs and the local business fabric. Additionally, we carried out efficient resource management, allocating strategic investments for project leverage and closing technological gaps necessary to comply with current regulations. These achievements demonstrate our continuous commitment to the economic and social development of the communities we serve.

As a result, during 2022, **of the 301 participants enrolled in our programs to strengthen productive projects, 35% strengthened their business technical knowledge and improved their skills for the development of their businesses. They also managed to promote, participate, and consolidate the presence of their companies in the region, while obtaining resources to close technological gaps and comply with current regulations.**



# Challenge of Home Orchards and School Orchards, an ARM stamp

The promotion of food sovereignty, which involves the fundamental right to access daily food, represents one of the main priorities in the 2030 Agenda. At ARM, in line with this challenge and, in particular, with Sustainable Development Goal (SDG) number 2, which focuses on 'Zero Hunger,' we have implemented the 'Challenge of Home Orchards and School Orchards' program.

Home orchard and school orchard challenge strategies are local community development programs, specifically designed to address community needs. These programs represent a significant challenge in the context of food sovereignty, as they actively promote the recovery of production, marketing, and consumption of organic foods. Additionally, these efforts contribute to the valorization of family agriculture, strengthening communities' capacity to take control of their food security and reducing their dependence on external sources.

In 2022, we experienced remarkable community participation in our program. **A total of 42 local communities, equivalent to 80% of the 52 population centers comprising our stakeholders, actively engaged in our initiatives. Additionally, we provided support to 205 families and 23 educational institutions through donations of orchard kits, communication campaigns, and training processes.**





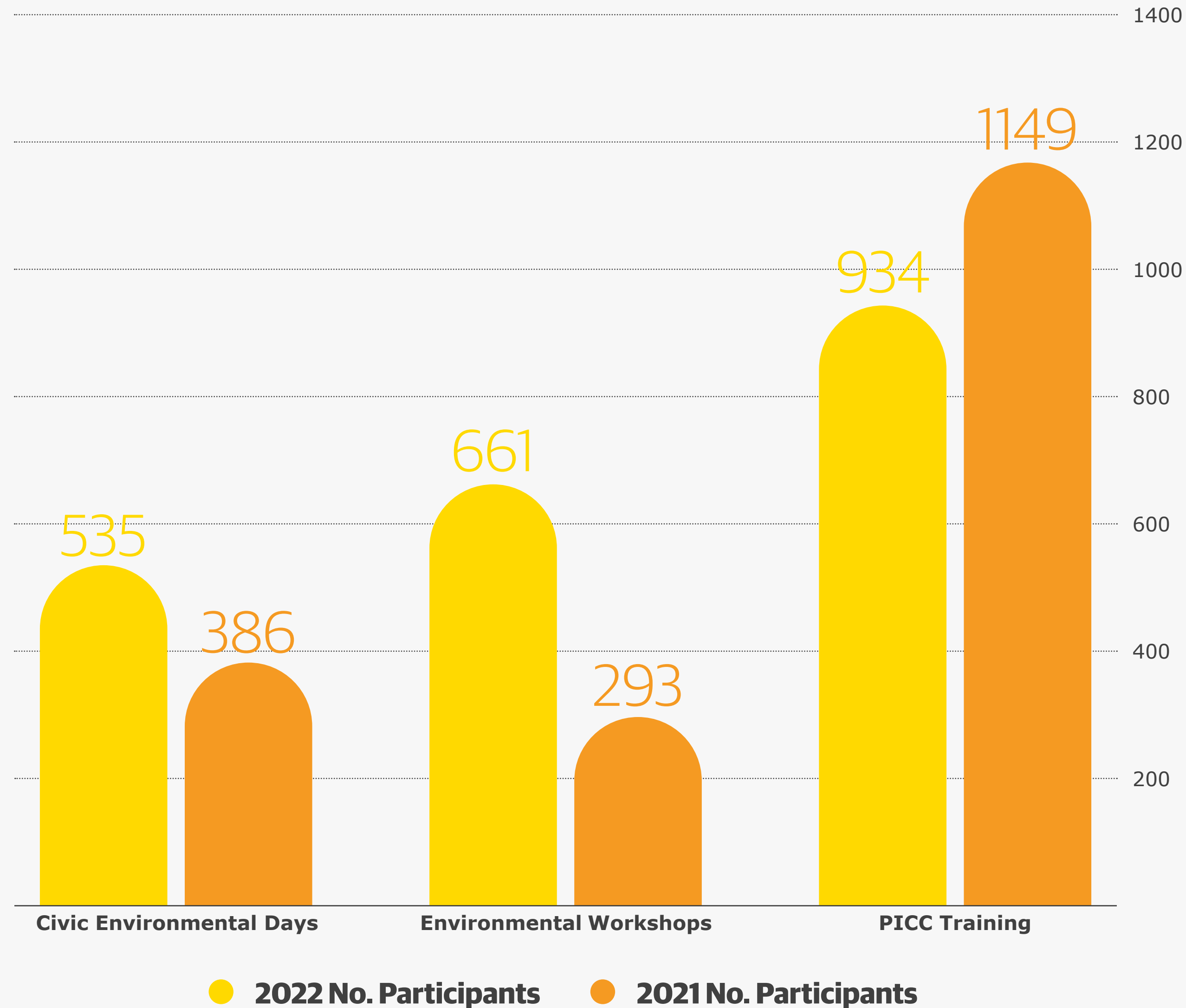
# Community Training

GRI 203-2

Our vision and mission in programs aimed at sensitizing, training, and strengthening knowledge for our stakeholders focus on education as a strategy for social cohesion, strengthening relationships, and as a vehicle for improving lifestyles and the relationship between humans and ecosystems. As part of our social and environmental commitment, we continue to carry out training processes in the territory, in line with the needs identified in the social diagnostics we perform annually. These diagnostics allow us to trace new challenges and strengthen programs highly valued by communities. **Among our achievements are 1,882 training hours provided to local communities, 40 certified training processes in collaboration with the National Learning Service (SENA), 1,173 registrations, and an attendance of 934 participants.**

Next, we present the attendance record for social actions, along with a comparison with 2021 data.

## No. Participants in Social Actions



In 2022, attendance at our social actions increased significantly compared to 2021. Civic-environmental days increased by 39%, and environmental workshops by a notable 126%. Regarding training, although the number of participants decreased by 19%, this was due to less training being carried out than in 2021. The concessionaire sought to compensate for this reduction by increasing the training hours' intensity to make the topics addressed more effective for the communities.

## Environmental Days and Workshops

We carried out environmental days aimed at children and teenagers, recognizing that a more sustainable world and a healthy environment also depend on the actions and care they adopt. Environmental education is a priority at ARM since through these activities, we contribute to forming citizens committed to preserving the environment. In 2022, we carried out 14 civic-environmental days with the participation of 535 people. On the other hand, 661 children and teenagers from rural educational centers in the AID attended 34 environmental workshops on the importance of environmental conservation, recycling, and reducing pollution.





## Education and Training for Reconnected Personnel

Through our 'Passion for the Team' pillar and the Education and Training Program for Linked Personnel, we promote an adequate relationship between employees and their environmental surroundings, as well as with social actors in the project's influence area and our stakeholders. This translates into building a sense of belonging and promoting a culture of care and respect towards achieving the organization's objectives. Our achievements include:

### Implementation of

189

training days.

### Participation of

3,232

direct employees and contractors linked to the company.

### Execution of

283

corporate induction and re-induction activities.

### Income from

3,968

contributors to the project, including contractors and subcontractors.

### Organization of

24

days of awareness-raising on different fronts of work.

### Training of

852

contributors in a culture of social and environmental responsibility, promoting an appropriate relationship with the communities close to the project.

## Employment Connection Program

In 2022, we continued to implement our Labor Integration Protocol, establishing ourselves as one of the main generators of quality employment in the region. This protocol covers both skilled and unskilled labor, contributing to our prominent position in the territory in this regard.

Through our training and education program, we carried out corporate

induction for new employees, both those directly working for the Concessionaire (direct employees) and employees of EPC contracting companies and subcontractors. This initiative aims to provide our employees with a comprehensive understanding of the project, including its scope and environmental and social management measures. Below we specify the figures regarding the connected personnel at the close of 2022.

### PROJECT-RELATED PEOPLE

<b>Active Linked Personnel</b>	3771	
<b>Linked AID staff</b>	1,289	34.2 %
<b>Associated Outside Personnel (AII)</b>	2,482	65.8 %
<b>Qualified Workforce (CWP) Non-qualified workforce (MONC)</b>	2,006	53.2 %
<b>Female staff</b>	1,765	46,8 %
<b>Male Personnel</b>	424	11.2 %
<b>Personal Masculino</b>	3,347	88.8 %





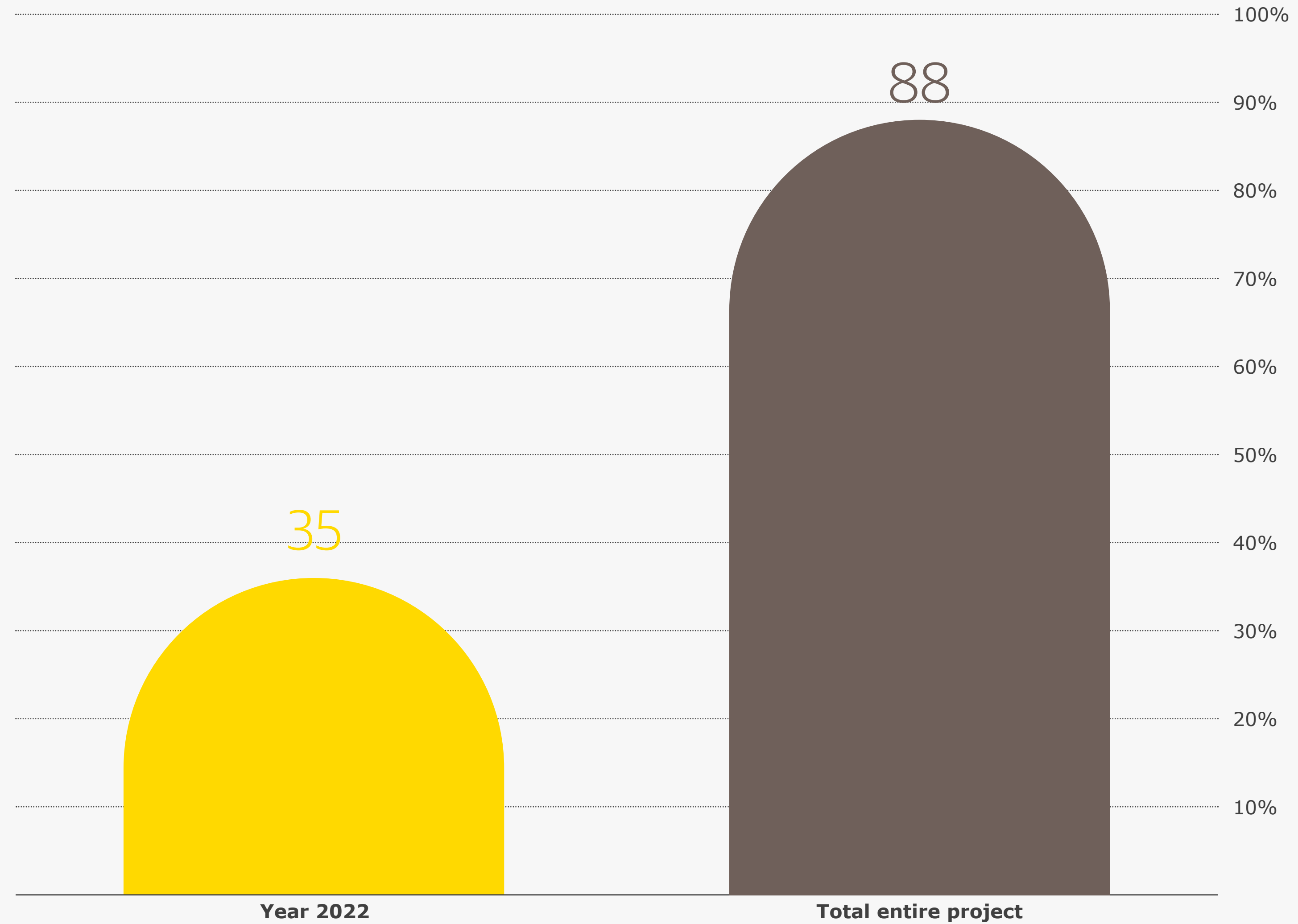
# Accompaniment to Resident Social Units

For 2022, through the Socio-Predial Management Accompaniment Program, we carried out thirty-five (35) housing restorations with families located in functional units 1, 2, and 3, which have improved their living conditions with legal ownership of housing with a public deed, built with earthquake-resistant materials, and in areas designated as safe. Likewise, the acquisition of these properties has allowed families to enjoy basic services such as water and energy.

The relocated social units were accompanied through comprehensive advice, support in banking and notarial procedures, and the search for real estate offers. These activities aim directly to make the property relocation effective. For 2022, we closed with the figure of eighty-eight (88) social units that have housing with dignified conditions and a public deed.

Likewise, once the families are relocated, they continue to be accompanied, and they are invited to training processes, capacitations, and strategies developed by Autopista Río Magdalena Concessionaire, aiming to involve them and acquire and develop entrepreneurship skills, and improve their economic conditions. They are also informed about the Labor Connection Protocol and supported in the resume registration and application processes for vacancies available on the Project.

## Relocated social units



● Relocated social units





# Future Commitments and Goals

**GRI 413-1**

**A** Structuring the "Women of the Road" project: Strengthening women's participation in our stakeholders in job opportunities related to construction and operation.

**B** Building a school for human rights and sustainable leadership, based on the model of the United Nations, in collaboration with institutions in our area of influence.

**C** Promoting sustainable leadership and respect for human rights with employees, suppliers, and contractors.

**D** Challenge of a Home Orchard, planting inclusive environments: Provide tools that seek to strengthen knowledge of agroecological production for food security in a population of people with disabilities or diverse conditions.

**E** Entrepreneurs on Wheels: Continuously strengthening entrepreneurs in the region through skills to develop new business models, from ideation to implementation and monitoring.

**F** Identifying new opportunities for our concession and stakeholders. Autopista Río Magdalena will seek to structure the social label qualification according to Loan Market Association's Social Loan Principles (SLP) standards.

**G** Structuring of Corporate Volunteering: Strengthening our internal and external relationships with our stakeholders and contributing to the positive transformation of the territory in which we operate.





# Our Environmental Commitment

At ARM, our operation is governed daily by a preventive approach, along with a firm commitment to fully comply with current environmental legislation and regulations. This is achieved through our Legal Requirements Identification Procedure and other legal requirements related to the environment. This approach allows us to mitigate and control any non-compliance that could result in fines or sanctions for omissions.

Moreover, we have adopted, implemented, and certified under the Environmental Management System based on the ISO 14001 standard, with the purpose of strengthening our environmental control and applying best practices in all our operations.





# Climate Strategy

GRI 3.3

## Measurement of Greenhouse Gas (GHG) Emissions

GRI 305-1; 305-2; 305-3 and 305-5

In 2022, in line with the UN Sustainable Development Goals of the 2030 Agenda and in response to the global challenges of climate change, we focused on quantifying our carbon footprint for the year 2022, which we expect to obtain verification in 2023 by a duly certified entity, using 2019 data as the base year. This initiative allows us to prioritize and verify the application of measures to reduce our carbon footprint.

Through the GHG Inventory Verification Program, in accordance with ISO 14064-1 and the Green House Gas Protocol (GHG), we seek to ensure the consistency of our data and transparency in our emissions, as well as to define actions to reduce our carbon footprint.

Additionally, we have the ALEATICA Carbon Emissions Protocol, which establishes governance and methodologies for managing and communicating GHG emissions, complying with standards such as PAS 2050, ISO 14064-1, and ISO 14069. This protocol

will allow us to advance in the reduction of energy consumption and the low-carbon operation of our assets.

In this context, during 2022, we have achieved a positive environmental impact by reducing GHG emissions in scope 1. This achievement has been made possible thanks to the implementation of operational controls that seek efficient use of fossil fuel in our vehicle fleet, which is the main contributor to our scope 1 carbon footprint.

However, we observed an increase in emissions in scopes 2 and 3, mainly due to the start of operations of the Functional Unit 4 (FU4) during 2022. The incorporation of this unit entailed a greater demand for resources to support its operations, which impacted the increase in our emissions in these scopes.

### Emissions of greenhouse gases by scope

	2022	2021
Scope 1	27.90	21.49
Scope 2	34,381.26	27,115.57
Scope 3	35,721.27	30,043.58





# Corporate Carbon Footprint by Source

**GRI 302-2**

We provide a comparative graph detailing our carbon footprint in a breakdown manner. This graph shows that there were significant increases in scope 2 related to electricity consumption, as well as in scope 3 related to transportation and products used in the organization, compared to 2021 data.

We want to emphasize that the project will reach its full development **in 2025**. This entails an increase in GHG emissions in scopes 1, 2, and 3, which will impact our carbon footprint. **However, we have established a GHG mitigation strategy, committing to reducing emissions in scopes 1 and 2 by 10.5% by 2030, compared to 2025, where we hope to be 100% operational, with the ambition of achieving net-zero emissions by 2050.**

Finally, as an integral part of our climate change adaptation strategy, we recognize the importance of strengthening the business's adaptation and resilience capacity to physical and transition risks associated with climate change. Therefore, we have created the Adaptation and Resilience Strategy, with an action plan starting in 2023 and a medium- and long-term focus.

## Corporate carbon footprint by source

	2022	2021
<b>SCOPE 1</b>	<b>3.64%</b>	<b>12.15%</b>
<b>Mobile Fonts</b>	0.89%	0.93%
<b>Fixed sources</b>	0.03%	0.00%
<b>Fugitive emissions</b>	0%	0.04%
<b>Soil use emissions</b>	2.72%	11.18%
<b>SCOPE 2</b>	<b>0.08%</b>	<b>0.07%</b>
<b>Electricity</b>	0.08%	0.07%
<b>SCOPE 3</b>	<b>96.25%</b>	<b>90.25%</b>
<b>Transport</b>	92.85%	84.95%
<b>Products used by the organization</b>	3.40%	2.82%
<b>Total (tCO<sub>2</sub>eq)</b>	<b>35,721.27</b>	<b>30,749.38</b>





# Energy Consumption and Efficiency

**GRI** 302-1; 302-4 and 302-5; SASB: TR-RA-110a.3, TR-RO-110a.3

## Energy Consumption

In 2021, various areas of the organization implemented teleworking in response to the pandemic. However, in 2022, we resumed face-to-face work and also incorporated new personnel. This transition may have contributed to the increase in electricity consumption by 46.11% compared to 2021.

On the other hand, the increase in fuel consumption is directly related to the start of operations of Functional Unit 4 (FU4) and the return to face-to-face work, which involves a larger fleet of vehicles in displacement for work supervision and, as a consequence, an increase in fuel consumption reflected in an 8.35% increase compared to 2021.

Energy consumption by source	2022	2021
<b>Renewable</b>		
<b>Electricity kWh</b>	249,060	170,521
<b>Non-renewable</b>		
<b>Gasoline (L)</b>	69,530.97	63,599
<b>Diesel</b>	68,026.69	63,360
<b>Total</b>	<b>386,617.66</b>	<b>297,479.93</b>







# Water Consumption and Treatment

GRI 303-2; 303-3; 303-4 and 303-5

## Non-Domestic Water Treatment

Regarding the impacts related to water discharges, which are mainly associated with the construction processes of Functional Units 1, 2, and 3, it is important to highlight that we have two discharge permits for Functional Units UF1-UF2: San Juan I Plant and Vegachí Camp. However, to date, their use is not planned. This is due to the implementation of recirculation processes to manage Non-Domestic Wastewater (NDWW). This initiative is part of a continuous improvement process in which we not only seek to avoid the generation of spills but also promote efficient use of the water resource.

In the case of Functional Unit UF3, **we have implemented a management approach to handle discharges from project plant operations. This approach is based on a "zero discharge" initiative that is supported by a strategy of recirculation of water used in the process. This system has proven to be highly efficient, allowing us to reintegrate treated water safely and effectively**

**into the production process, thus avoiding the release of discharges into the environment.**

## Domestic Water Treatment

For the construction activities of Functional Units 1, 2, and 3, we carry out the installation and maintenance of portable toilets through duly established companies with appropriate authorizations and permits in compliance with current regulations.

For the operation of the toll booth, a septic tank is used to treat domestic wastewater. We have the permits of the competent environmental authority for its operation, and ARM is responsible for maintenance and monitoring in accordance with the environmental regulations specified in the corresponding administrative act.

Regarding water consumption in 2022, the expansion of construction activities associated with Functional Units 1 and 2 led to the opening of two new collection points, in addition to those existing in 2021. This

resulted in an increase in water extraction. Simultaneously, the increase in the supply of water from third parties was due to the need to acquire industrial water from the municipality of Puerto Berrío to support operations in UF3.

The percentage increase in water consumption from 2021 to 2022 was 37.42%.

Water extraction by source (m <sup>3</sup> )	2022	2021
Superficial water	89,873.00	63,447
Third party water (e.g. municipal manager)	5,465.00	337
<b>Total</b>	<b>95,338.00</b>	<b>63,784</b>
<b>Water consumption according to source (in ML or m<sup>3</sup>)</b>		63.447
Superficial water	89,873.00	63,447
Third party water (e.g. municipal manager)	5,465.00	







# Waste

**GRI 2-25; 3.3 and 306-1**

To understand the generation of waste on site, it has been essential to carry out a characterization of the types of changes in the soils in the areas where we are executing the work.

This has provided us with a clear understanding of the impacts we generate, which in turn allows us to take appropriate measures to manage waste in accordance with environmental requirements.

Below is a characterization of the types of soil changes in UF1 and UF2. It should be noted that the construction activities of these functional units are the responsibility of the EPC Contractor, which means that the generation, management, use, and final disposal are under their responsibility. For 2022, all generated waste was properly utilized and/or disposed of by authorized vendors, for which ARM as part of its contractor monitoring seeks and advocates for waste management that prioritizes reuse processes.

Types of changes in the soil	Impact	Measures implemented
	Alteration of the natural properties of the soil. It includes physical changes such as compacting, erosion, decreasing porous spaces and gain or loss of soil layers.	Integral Solid Waste Management (MIRS), which consists of: Identification of the type of waste; separation at the source using the current color code, temporary storage; transport of the waste according to its type, paying special attention to the Resources and following the safety protocols established in Decree 4741 of 2005 and Decree 1609 of 2002.
<b>Physicochemical Chemistry Biological</b>	Generation of solid waste domestic, industrial, special and hazardous.	With regard to CDRs, we comply with Resolution 541 of 1994, repealed by Resolution 472 of 2017, of the Ministry of Environment and Sustainable Development.
	Chemical alteration that may include acidification, salinization, sodization or loss of natural fertility due to decrease in nutrients. - Loss or decrease of soil meso and microfauna. This limits the mineralization and decomposition of organic matter and, consequently, the potential fertility of the soil.	We develop training with the guidelines described in the project.





# Activities, Impacts, and Measures in Waste Generation in UF3

## Types of changes in the soil

## Impact

<b>Relocation of public service networks</b>	Alteration of physical and chemical properties of the soil.	
<b>Installation of temporary supply plants</b>		
<b>Preparation and operation of temporary areas</b>	Irreversible loss of the organic layer of the soil.	Coating and protection of dams and hydraulic works that help to improve the physical, chemical and biological properties of the soil, and also improve the conditions to protect the ground against loss and erosion.
<b>Creation and adaptation of ZODMES</b>		
<b>Land removal and cleaning</b>		
<b>Excavations</b>		
<b>Protecting forks</b>	Possibility of soil erosion.	
<b>Construction of hydraulic structures</b>		

Like for Functional Units 1 and 2, for UF3, the construction activities and therefore the generation of associated waste are the responsibility of the EPC Contractor. This management was carried out through duly authorized managers, prioritizing the use of waste by incorporating it into new value chains. The recoverable waste was donated to the community and/or delivered to the Puerto Berrío Environmental Recovery Association (ARA), which not only reduces the impact of their disposal in landfills but also generates a new value chain, benefiting

our communities in the area of influence where we operate.

From the Autopista Río Magdalena Concessionaire, in the framework of the operation of Functional Units 3 and 4, we provide services such as cleaning and reconstruction of longitudinal and transverse drainage structures (culverts, gutters, and crown trenches), collection and removal of landslides from slope material, cleaning of spills or particulate matter on the roadway, and milling of pavement (RAP

material); the previous activities generate construction and demolition waste. Also, the replacement and installation of metal barriers, raised delineators (reflective markers, milestones) generate waste for which we seek to generate post-consumer processes. For 2022, the waste generated from the Concessionaire's direct operation was managed and treated according to current environmental regulations, which under our parent company's waste policy, aims to increase the percentages of waste recovery to reduce the impact on landfills.







# Impacts on Construction Sites (UF1-UF2) (UF3) RCD

**GRI** 306-2; 306-4 and 306-5

Among the measures developed in Functional Units 1 and 2 to reduce the production of waste are:

Extent	Objective
<b>Reuse of excavation material</b>	Reduce pressure on the soil resource by disposing of the surplus material in Excavation and Sinking Material Disposal Zones (ZODMES) or with construction and demolition waste managers (RCD) duly authorized by the environmental authority.
<b>Tire recycling</b>	Minimize consumption of this product through its reintegration into the production chain (Empresa Auto Mundial).
<b>Return of helmets and glasses</b>	Reincorporate these elements into the production cycle, using raw materials (Pelet). the helmets are delivered to the Armadura company and the glasses to the Steel Pro company.
<b>Battery Return</b>	Ensure proper final disposal and/or utilization.

To ensure proper waste management, contractors must have the required environmental permits for their activities. The waste receiver must provide a certificate indicating its final disposal, utilization, or treatment, and the generator must retain these certificates for at least 5 years.

The Autopista Río Magdalena Concessionaire provides exhaustive

records of solid waste management in quarterly Environmental Compliance Reports (ICAs) to our supervising engineer and our independent engineer, Arup. This includes delivery reports and visual and photographic records.

We have implemented a comprehensive procedure for managing hazardous and non-hazardous waste in our Environmental

Management System as a control measure to minimize the impacts derived from waste generation. Additionally, we maintain a Sustainability Assessment with our suppliers and contractors to ensure compliance with environmental requirements. In 2022, we highlighted our collaboration with the company DESCONT for the management of hazardous solid waste, in full compliance with environmental regulations.





# Non-hazardous, hazardous waste, and disposal

In 2022, we experienced a 4% increase in landfill disposal operations compared to the previous year. This increase is directly associated with the increase in attention given to landslides associated with the operation of UF3, due to the increase in rainfall levels. There was a 15% increase compared to 2021 related to utilization and post-consumer processes, in line with our firm commitment to minimizing the impact produced by only considering final disposal strategies in landfills.

	2022	2021
<b>Non-hazardous waste (kg)</b>		
<b>Recovery Operations</b>		
Recycling	358	331
<b>Removal Operations</b>		
Depository	213,525	205,105
<b>Hazardous waste (kg)</b>		
<b>Recovery Operations</b>		
Recovery (aprovechamiento)	71	43



# Materials used by weight or volume

GRI 301-1; 301-2

	2022	2021
<b>Raw materials</b>		
<b>Non-renewable raw materials</b>		
Metals	0.00	15
<b>Renewable raw materials</b>		
Paper and cardboard (kg)	253	190
(especificar)		
<b>Material consumption</b>		
<b>Non-renewable materials</b>		
Plastic (kg)	105	141

# Percentage of recycled paper and plastic

	2022	2021
Paper and cardboard	3%	18%
Plastic	1%	25%





# Preservation of Ecosystems and Biodiversity

**GRI 3-3 and 304-2**

Preserving biodiversity and ecosystems is essential to maintaining balance on our planet, and our commitment is to contribute to this goal. Therefore, at ARM, we carried out an Environmental

Impact Study and an Adaptation Plan for the Environmental Guide, within the construction phase of Functional Units UF1-UF2 and UF3, and identified the impacts:

## Impacts on biodiversity

Alteration of flora populations.

Decrease in forest and semi-natural areas.

Change in the abundance and richness of vegetation.

Change in the protective vegetation of water bodies.

Change in the abundance of Veda plant species.

Fragmentation of forest coverings and wildlife habitats.

Changes in the composition, structure and ecological function of fauna communities. Alteration of the ecological dynamics associated with fauna movements.

## Potential impacts

Potential impacts in the operating phase: decline in fauna populations due to road crashes.

## Positive impacts

We compensate for a total of 88.5 hectares through the preservation of natural forests, the enrichment of previously cleared forest areas, the creation of living fences to foster connectivity and the formation of vegetation cores in open areas. **These actions were materialized through the successful planting and planting of a total of 18,802 trees.**

We have begun the articulation of the compensation plan of the UF1 and UF2 Functional Units, which aims at the intervention of 796,47 hectares through actions such as preservation, ecological restoration, recovery of areas with clean pastures in slums or flooded areas, recovering of zones with clear pastures on land, rehabilitation and sustainable use.

We have planted 1,056 trees in the municipalities of Vegachí and Puerto Berrío, which are part of the area of direct influence of the project.





Considering the Environmental Management Plans for the biotic environment, the EPC contractors have developed the following environmental management programs:

Program	Description
<b>Flora Resource Management</b>	It establishes measures to ensure forest exploitation and the disposal of products and by-products resulting from plant cover management through actions involving environmental education, the implementation of advanced forest management techniques, the recovery of natural regeneration material, the creation of temporary habitats and the care of epiphytes.
<b>Fauna Resource Management</b>	The main objective is to prevent, mitigate and control the impact of the project on wildlife, whether resident or transitory, by implementing specific measures tailored to each situation. This ensures the proper protection, conservation and development of the fauna in the area of influence. Actions include wildlife management, eviction strategies, capture, rescue and relocation according to the characteristics of each group of animals. In addition, during the construction phase, signalling is implemented to warn about the presence of fauna and the forest areas are delimited during the project activities.
<b>Habitat protection and conservation</b>	It establishes management strategies for the revegetalization and recovery of the areas involved during the construction activities, where organic layer extension is carried out, revegetalization, emplacement and complementary activities such as fertilization and maintenance.
<b>Revegetalization of affected areas</b>	It establishes management strategies for the revegetalization and recovery of the areas involved during the construction activities, where organic layer extension is carried out, revegetalization, emplacement and complementary activities such as fertilization and maintenance.
<b>Management of hydrobiological communities</b>	It develops the preventive management of events that negatively affect both hydrobiological communities, as well as aquatic fauna or associated with the aquatic environment, through the removal of semi-aquatic or aquatic-associated fauna and monitoring of aquatic communities.
<b>Fauna crash prevention programme</b>	Prevent and mitigate this phenomenon associated with the construction and operation of the Functional Units of the Rio Magdalena Highway project.





## Biotic Environmental Monitoring

At ARM, through our EPC contractors and taking into account the biotic environmental monitoring programs of Functional Units UF1-UF2, UF3, and UF4 in the construction and operation stages, the following monitoring and surveillance programs are structured:

Program	Description
<b>Flora management</b>	Ensure sustainable management of plant cover. This includes verifying the implementation of activities such as the blocking and transfer of endangered species, ensuring that the procedures defined in the management plan are followed. These practices apply exclusively to young individuals of endangered species.
<b>Fauna management</b>	Management measures to protect local fauna are constantly monitored. This includes monitoring of wildlife rescue activities prior to intervention in areas where their presence is detected.
<b>Habitat management and conservation</b>	Constant monitoring of the activities defined in the management plan, with the aim of preserving the ecological conditions of the natural and semi-natural ecosystems in the area of influence of the project.
<b>Handling of revegetalization of affected areas</b>	Strict follow-up of management strategies for revegetation and recovery of affected areas during construction activities. This includes verifying that a plant cover is established by sowing native, introduced or improved species according to the original plant cover prior to the intervention.
<b>Management of the hydrobiological resource</b>	Compliance with the measures stipulated in the environmental management plan to prevent negative impacts on local communities.

The monitoring for each of the programs mentioned above is carried out through monitoring indicators, which measure the effectiveness of the described programs, supported by photographic records, reports, checklists, and inventories.





# Protected or Restored Habitats

GRI 304-3

During the construction phases of UF1 and UF2, by the EPC Contractor and the Concessionaire, two areas have been designated for the relocation of threatened and/or prohibited flora in the municipality of Vegachí, Antioquia. These areas correspond to the La Uendy property, which covers 8.43 hectares, and Bellavista, which comprises 93.89 hectares. It should be noted that both properties belong to the

municipal council of Vegachi, and therefore, they are managed, protected, and conserved by the UMATA. By giving added value to the flora management work carried out by the EPC contractor, we guarantee perpetuity and protection in the intervened properties (Photograph 1). **During 2022, a total of 575 plants were relocated in the mentioned properties. These plants belong to various families, including Heliconiaceae (2), Arecaceae (4), Orchidaceae (54), Cyatheaceae (230), and Bromeliaceae (285).**

Likewise, during the construction phase of these functional units, the EPC contractor

implemented animal management measures, which included repelling, rescue, and relocation according to the implementation of the environmental management measures established. **For 2022, 8 mammals and 1,076 birds were relocated, and 3 reptiles, 4 birds, and 24 amphibians were rescued and relocated.**

In Functional Unit UF3, the EPC Contractor continued the monitoring of 42 tree ferns of the species Cyathea bicrenata rescued before construction, reaching a 90.47% survival rate. Likewise, rescue and relocation activities were carried out for a total of

666 vascular epiphytes in the La Samaria Ecopark, with a 90.69% survival rate.

Regarding environmental compensation in Functional Unit 4.1 by the Concessionaire, actions focused on the conservation of natural forests, enrichment of forest clearings, establishment of living fences, and vegetation nuclei were carried out in open areas for a total of 64.4 hectares. From these actions, voluntary conservation agreements were generated with the owners of the properties to guarantee perpetuity of these actions and increase the impact generated on the ecosystems in our area of influence.

Photo 1. Species relocated in Bellavista and the Uendy







## Financial Implications and Other Risks and Opportunities Derived from Climate Change

GRI 202-1

At ARM, the main identified risk is the increase in landslides associated with an intensification of extreme rainfall conditions. Likewise, the risks of pluvial flooding, overflowing of runoff, heat waves, and forest fires were identified. All the infrastructure of ARM is designed according to historical climate. Due to the effects of climate change, it is expected that precipitation conditions will intensify.

Therefore, by the Concessionaire in 2022, a robust climate change adaptation strategy was developed, which identified 25 possible adaptation actions aligned with disaster recovery and risk management, climate awareness, strengthening of capacities, and local and regional resilience. The adaptation actions emphasize those associated with the implementation of nature-based solutions, strengthening of gray infrastructure, implementation of early warning systems, and finally, an increase in awareness regarding the adaptive capacity and/or climate resilience of our collaborators and communities in the area of influence.

## Non-Compliance with Environmental Legislation and Regulations

GRI 307-1

At Autopista Río Magdalena, we follow a preventive principle and rigorously comply with current environmental legislation and regulations. We use the legal requirements and other requirements identification procedure to constantly identify and evaluate environmental legal requirements to mitigate and control any possible non-compliance that could result in sanctions or fines. Furthermore, our Environmental Management System based on ISO 14001:2015 allows us to improve our environmental control and apply best practices in all our operations. **During 2022, we had no incidents of non-compliance with environmental laws or regulations that resulted in fines or sanctions.**

## Alliance for Conservation Programs for Ecosystems near the Project

In 2022, we planted around 7,100 seedlings as part of our environmental activities in conjunction with the communities. We also continue to promote civic-

environmental days in line with the Sustainable Development Goals (SDGs). These days covered topics such as solid waste management, recycling, area cleaning, water source reforestation, and collaborations with ecosystem conservation programs near the project. To carry out these activities, we established alliances with local institutions, entities, companies, and organizations.

**During 2022, we carried out five specific activities in which approximately 240 people participated. During these days, we planted a total of 1,056 trees, most of which are native species of the forests and environmental surroundings of the region.** These species include Acacia, cedar, guayacán, matarratón, guamo, leucaena, campano, abarco, mora, and solera, as well as fruit trees such as avocado, lemon, orange, mandarin, and pomarrosa. **Of these trees, 450 were donated by local environmental actors, 200 were donated by our contractors, and 406 were acquired by Autopista Río Magdalena Concessionaire. These actions contributed to the retention of approximately 31,680 kg of CO2 per year.**

## Environmental Training Hours

For Functional Units 1 and 2 in 2022, 156 trainings were carried out with a total duration of 71.36 hours as part of the Education and Training Program for

personnel involved in the project. These trainings allowed informing and sensitizing personnel on various aspects of the project, its scope and benefits, as well as on its execution areas.

Additionally, facing the completion of the construction phase of Functional Unit UF3, 65 environmental trainings were conducted for the personnel involved in the project, with a maximum duration of 45 minutes each. In total, 49 hours of continuous training were provided, reinforcing the topics covered in the previous induction prior to the start of working activities and addressing the project's specific needs.

Likewise, as part of the environmental management program and in line with ARM sustainability strategy, Autopista Río Magdalena concession generated environmental training opportunities for our collaborators in order to generate awareness regarding the importance and relevance of sustainable development of our operations with the environment. In 2022, training opportunities were offered for a total of 258,192 training hours. These trainings covered relevant topics to strengthen the formation of collaborators and comply with the Environmental Management System's requirements.





# Supply Chain

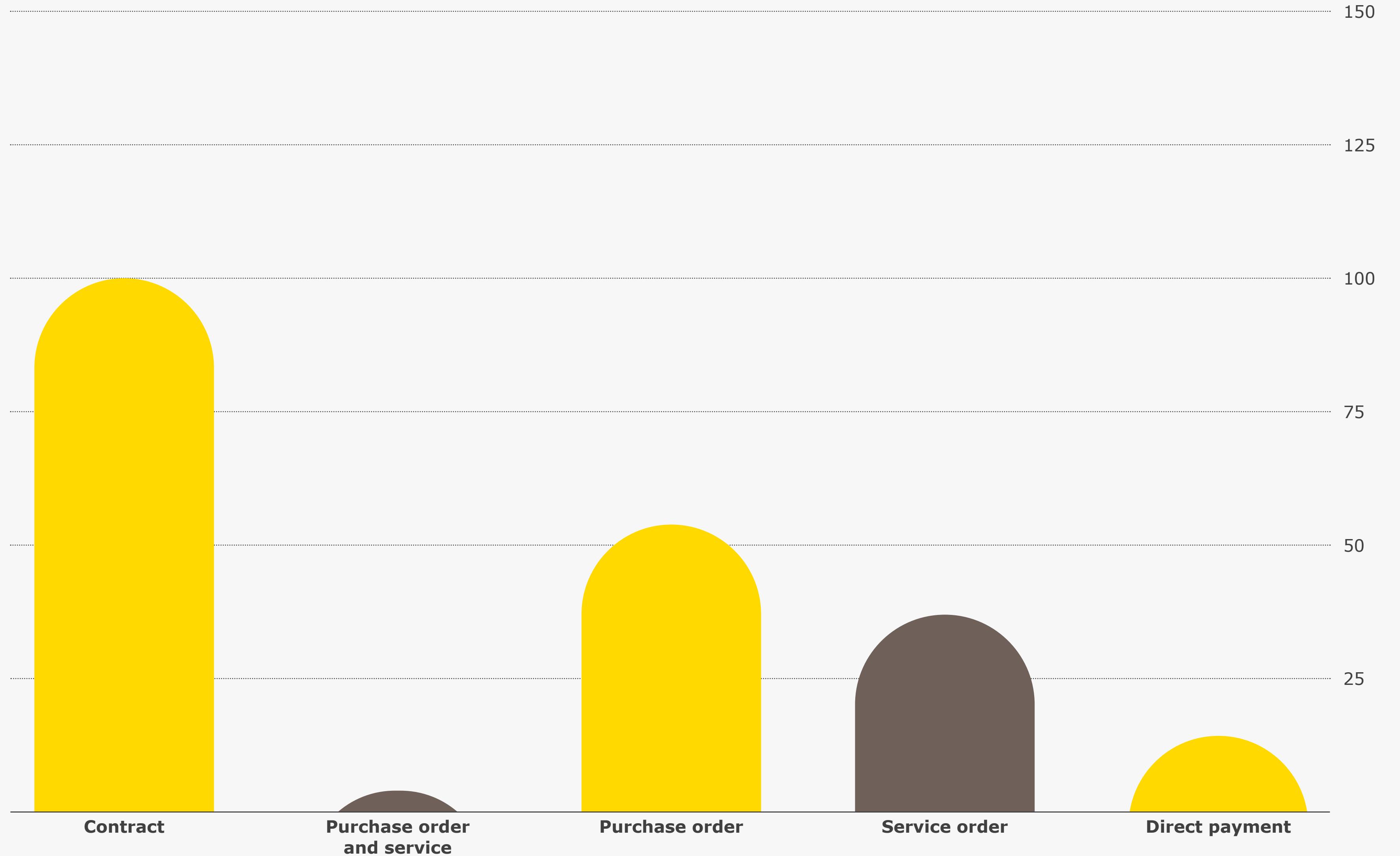
GRI 2-6

In terms of suppliers, our network is composed as follows: we have 33 advisors, 32 contractors, 71 service providers, 4 public service providers, 8 service and supply providers, and 66 supply providers, adding up to a total of 214 collaborators and business partners contributing to the success of our operations and projects.

## Nature of Business Relationships with our Suppliers

The analysis of the nature of business relationships with our suppliers is based on the way we establish agreements and transactions. In this case, information is provided on the number of contracts and types of purchase and service orders used in the commercial relationships made in 2022.

## Nature of business relations with our suppliers







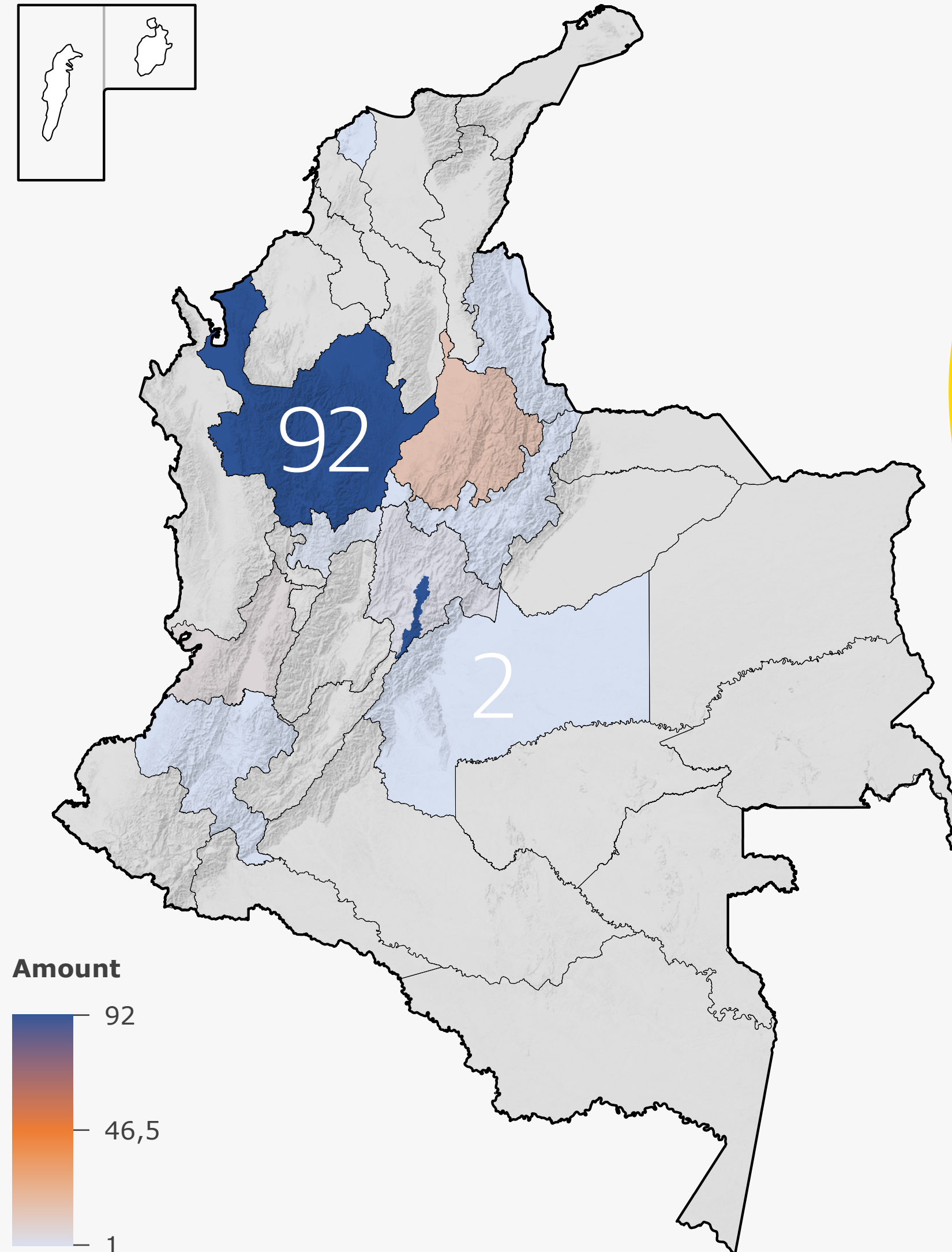
During 2022, we made payments to our suppliers for a total of \$382,500,145,953. Below is a breakdown of these expenses according to different categories, highlighting the significant investment in contractors, which plays a fundamental role in the overall landscape of our business operations.

Guy	Value	Percentage
ADVISORS	\$5,026,381,605	1.31%
CONTRACTOR	\$368,422,376,258	96.32%
SERVICES	\$2,431,262,405	0.64%.
PUBLIC SERVICES	\$62,033,348	0.02%.
SERVICES AND SUPPLIES	\$310,725,599	0.08%
SUPPLIES	\$6,247,366,738	1.63%.
GRAND TOTAL	\$382,500,145,953	100%

At ARM, we prioritize our suppliers to be local, which seeks to have a significant impact both on the local economy and the environment. Firstly, by prioritizing local suppliers, we are strengthening the economy of our nearby communities, generating employment, and supporting the development of local businesses.

Furthermore, by reducing the dependence on distant suppliers, we decrease the carbon footprint associated with the acquisition of goods and services, directly impacting our Scope 3. Consequently, our focus on local suppliers is also aligned with the preservation of the environment and the promotion of more sustainable business practices.

## Suppliers and contractors by department







# Supplier Evaluation

GRI 3-3

During 2022, we carried out Sustainability Assessment processes for all purchases in compliance with our RHS-NORM-20 standard, which focuses on Supplier Homologation, Registration, and Evaluation. The main objective of this evaluation was to verify not only the level of environmental risk associated with each supplier (low, medium, high) but also to ensure that they comply with the applicable environmental requirements for the provision of the services required in ARM. When our suppliers complete the provision of their service, either in full or partially, we proceed to carry out a "Service Evaluation to the Supplier", which includes the evaluation of aspects related to sustainability, among others.

In all our contracts, in addition to the sustainability assessment process, supplier homologation on safety matters, and safety and health habilitation to develop field activities, specific obligations related to environmental, quality, and Safety, Health and Work aspects are included. These obligations are designed to ensure compliance with both our internal policies and the current regulations by suppliers and contractors. To ensure compliance with these commitments, ARM carries out periodic monitoring in each contract,

following the established periodicity in each one of them.

For 2022, a total of 8 sustainability assessments were carried out associated with the acquisition of goods and services of the operation. Of the above, 100% of the ratings gave low risk since all suppliers previously present the relationship of permits and/or authorizations according to the regulatory framework for their execution.

Likewise, as of 2022, 109 homologations associated with compliance in safety matters have been developed, where it is verified that the contracting companies and suppliers that wish to establish a contractual relationship with ARM and that require carrying out their activities in person in the project, have a safety and health at work system.

Finally, any supplier or contractor of ARM before starting their work on the project must have a report and habilitation request before the SAFETY CONTROL GROUP of ALEATICA, to ensure that they comply with the minimum requirements established to carry out the activities object of the contract. In 2022, 2 contractors (*JIB Construcción y Mantenimiento S.A.S* and *Cesar Jairo Flórez*) were enabled.







# Commitments and Goals for the Future

1

Continue with the quantification and verification of our Greenhouse Gas emissions according to the guidelines established within the GHG Protocol and ISO 14064-1:2018.

3

Verification of our mitigation strategies by certifying entities according to the parameters of ISO 14064-2:2019.

6

Implementation of post-consumer strategies for waste generation from the Concessionaire's direct operation, which will allow us to reach the goal of 70% utilization of these wastes.

8

Acquisition of green energy and changes in the vehicle fleet to mitigate the impact generated by our carbon footprint, specifically for Scope 1 and 2.

2

Continue with the compliance and implementation of the Concessionaire's environmental management program under the principles of the PDCA cycle, which will allow us to ensure the continuity of the certification of our environmental management system, under the guidelines established in ISO 14001:2015.

4

Implementation of our Climate Change Adaptation strategy.

7

Implementation of the Concessionaire's Wildlife Overpass program, as well as the creation of a wildlife-vehicle collision tracking software for our road corridor, which will allow us to reduce wildlife-vehicle collisions by 90% on our road corridor.

9

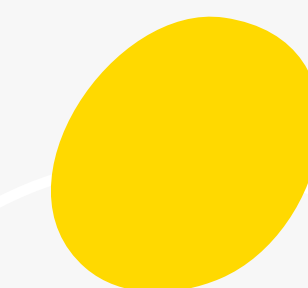
Achieve 100% compliance with the obligations and legal requirements established within the list of applicable and current norms and permits for the project.

5

Reduce our emissions by 10.5% compared to 2025 and obtain Carbon Neutrality certification by 2050.

10

Continue to expand the coverage of our sustainability policies and strategies to our entire value chain.







CHAPTER

7



# Corporate Integrity

**GRI** 2-24; 2-27 and 205-3

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# Corporate Integrity

**GRI 3-3**

At Autopista Río Magdalena, we value integrity, transparency, and corporate governance as fundamental principles that guide our operation. We strive to be a reliable partner for our users, employees, suppliers, allies, authorities, and the communities in our area of influence. We have the support and experience of ALEATICA, our shareholder, who is committed to the United Nations Principles for Responsible Investment and continuously monitors our operations. Our governing bodies are committed to integrity and transparency, actively participating in decision-making and promoting updated corporate policies to ensure solid and ethical corporate governance.

## Main Achievements

In 2022, we achieved a year without corruption cases or suspicious conduct, thanks to the commitment of our stakeholders to our anti-corruption policies. Additionally, there were no public legal cases or relevant disputes on sustainability (ESG) issues or disciplinary measures for corruption in our work environment. This performance highlights our firm commitment to ethics and transparency, strengthening our trust and reputation.







# Corporate Governance

**GRI** 2-9; 2-10; 2-11; 2-13; 2-17 and 2-27

ALEATICA, S.A.U., is a Spanish company based in Madrid, which indirectly controls Autopista Río Magdalena SAS and has participation and control over all the shareholders of the latter. ALEATICA has holding subsidiary companies from which the concessionaire companies derive in the following countries: Spain, Mexico, Colombia, Chile, Peru, Luxembourg, and Italy. The legal nature of ALEATICA, S.A.U. is a sole shareholder corporation.

In our project, for both the construction and operation of the concessioned road, clear and appropriate procedures are in place to obtain municipal, local, regional, and national permits.

In ALEATICA, S.A.U., our Board of Directors, composed of 5 members, is supported by 4 specialized committees. In 2022, the ASG Committee and Safety Steering Committee, Audit and Risk Committee, and the Human Resources Committee were established, in addition to the existing ones. This structure reflects the company's growth and its efforts in corporate governance, allowing directors to supervise and improve economic, operational, legal, environmental, social, safety, and governance aspects in all entities and activities of the group.

Autopista Río Magdalena is currently the concessionaire responsible for the Autopista al Río Magdalena 2 project, through Concession Contract No. 008 of 2014, signed between this company and the National Infrastructure Agency - ANI.

## Structure and composition of governance

**GRI** 2-9

### Governance composition



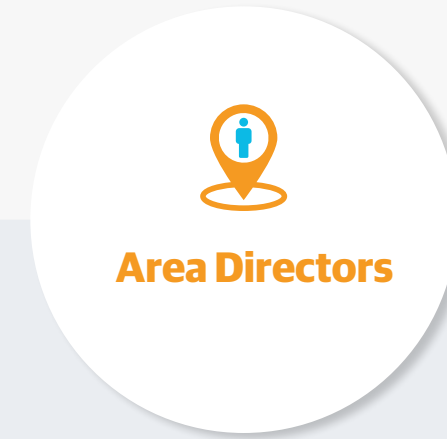
Shareholders' Meeting



Board of Directors



Legal Representatives



Area Directors

#### ALEATICA SAS

(Society colombiana)

#### ALEATICA SA

(Society chilena)

#### ALEATICA SAU

(Society española)

#### Carlos Lorenzo García-Faure

Chairman

#### Pablo Ybañez Rubio

(Member of the Board of Directors)

#### Joaquín Gago de Pedro

(Member of the Board of Directors)

#### Hermenegildo Moreno Loriente

(Independent member)

#### Alejandro Niño Arbeláez

(Manager and Legal Representative)

#### Joaquín Gago de Pedro

(Manager and Legal Representative)

#### Carlos Lorenzo García-Faure

(Substitute for the Manager and Legal Representative)

#### Natalia Zuluaga

Director of Planning and Financing

#### Gabriel Camacho

Director of operations

#### Javier Seara

Director of construction

#### Gustavo Chaverra

Director of Administration and Finance

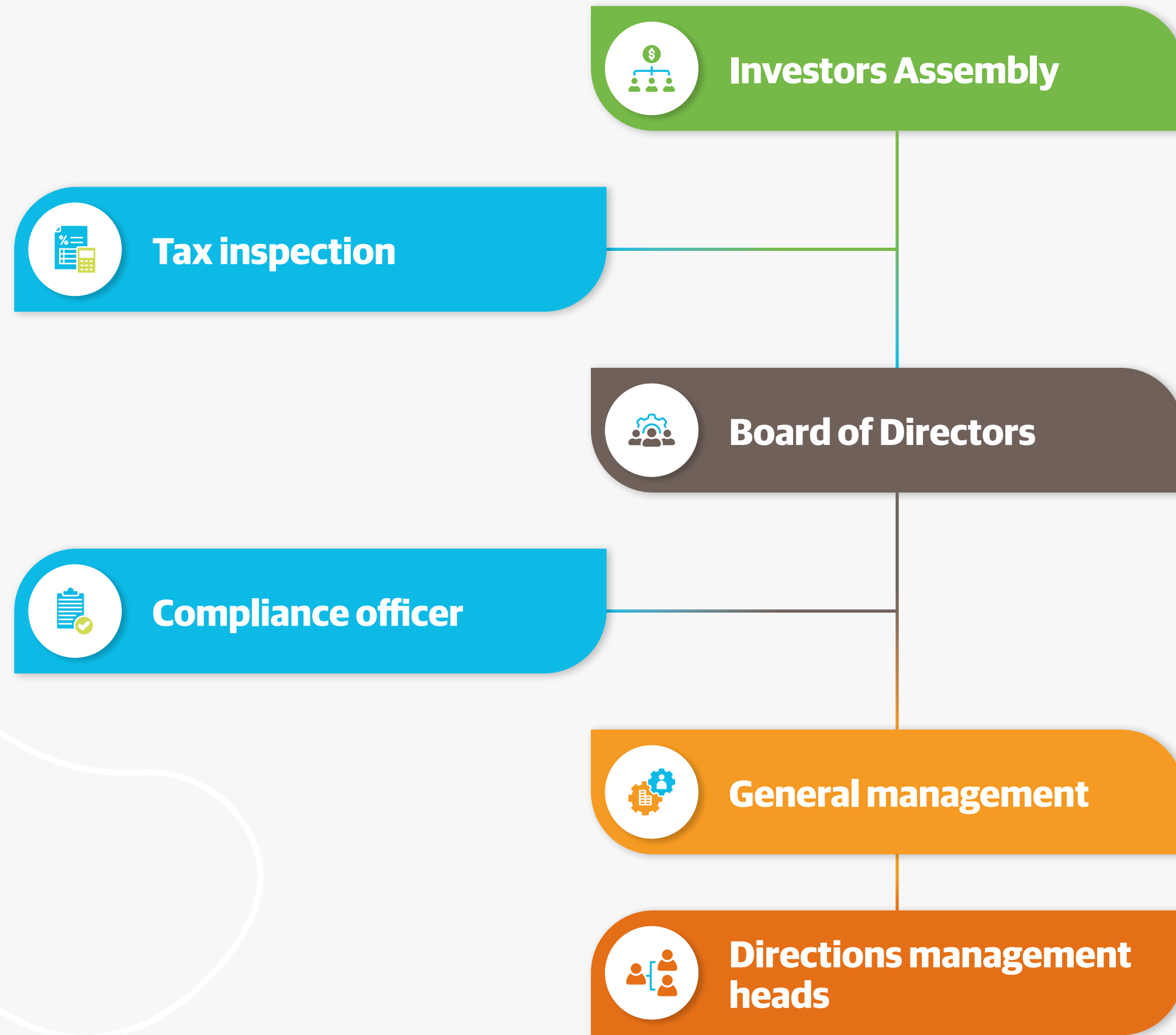
#### Hernán Santana

General Counsel





# Governance Structure



The Board of Directors is composed of four members, of which, in compliance with ALEATICA policies and the concession contract, twenty-five percent (25%) are independent members.





# Regulatory Evaluation and Compliance



At each functional unit and stage of the project, ARM ensures that it has the necessary environmental licenses, as well as other required permits and the acquisition of corresponding right-of-ways. Regarding operation, our focus is on compliance with the indicators stipulated in the concession contract and current legislation.





# Risk and Opportunity Management

**GRI 102-15 and 2-12**



Today, the world is facing significant environmental and social challenges, including climate change, deforestation, water scarcity, pollution, human rights violations, and actions that go against the development of communities. If these issues are not adequately addressed, they could generate risks for both society and organizations.

ARM is exposed to a wide range of risks inherent to the operations and countries in which we operate, which could affect our performance and make it difficult or prevent us from achieving our objectives. In this context, Risk Management plays a crucial role in our organization, as it allows managing risks and opportunities effectively, that is, managing uncertainty correctly in all our activities and projects so that unwanted effects are prevented or reduced and desirable effects are enhanced or increased, thus contributing to achieving planned results.

... Risk Management is an institutional process present in each business unit and corporate function.

## Risk and Opportunity Management System

Risk Management at ALEATICA is an **institutional process driven** by the Board of **Directors and supervised** by it through its **Audit Committee**, and supported by **upper management**, forming part of the corporate culture through the Corporate Integrity pillar.

Through the active management of risks and opportunities at all levels of the organization, it is sought that it be integrated and applied in all activities and projects developed by ALEATICA, serving as the basis for the decision-making process.

**ALEATICA has a policy and a global Risk Management standard, which were adopted by ARM and approved by the Board of Directors.** These documents are subject to annual review and establish principles, guidelines, and methodologies for managing the most significant risks and opportunities that the organization faces in the course of its operations. Additionally, they specifically define the roles and responsibilities of all participants within the Risk Management framework, as well as reporting mechanisms.

## Management's Role

At ALEATICA, risk management is a continuous improvement process that allows us to adapt and respond more effectively to challenges and changes in the business environment. Both Business Units and Corporate functions, in close collaboration with the Risk Management Directorate, are responsible for identifying and evaluating risks, establishing controls, developing additional mitigation plans, and monitoring and reporting on progress in their implementation.

Additionally, an Executive Risk Committee has been established, chaired by the Risk and Compliance Director and composed of members of the Steering Committee. This committee is responsible for reviewing the most relevant risks for the organization and the actions aimed at their mitigation.

**The executive management of ALEATICA, together with the functions of the Board and its Committees, provides strong leadership that ensures effective risk supervision.**





## Risk Culture

To promote appropriate risk management at ARM, we provide both in-person and digital training at all levels of the organization, including new hires. The purpose of this training is to inform about our approach, standards, methodology, and the role that each person plays in risk management.

During 2022, ARM offered risk management and business continuity training through our corporate training platform. The following are the trainings conducted:

Name of training	# of employees trained	# of hours	Training medium
Risk management	5	186.13	Corporate training application
Business continuity	6	85.59	Corporate training application

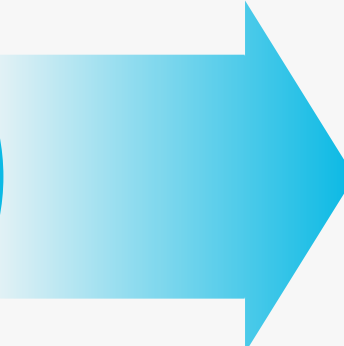
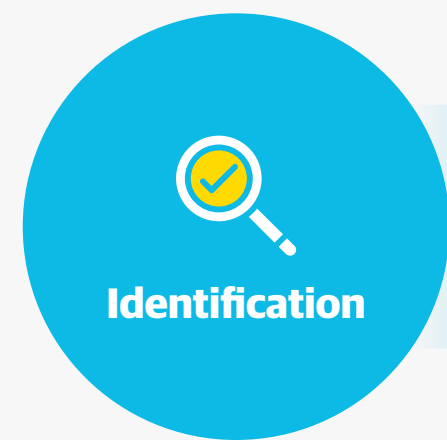
In addition, internal communication channels including emails and fixed screens are used to disseminate messages related to risk management, as well as a dedicated section in the monthly newsletter "One ALEATICA," which is distributed to all employees worldwide. **In 2022, we published 6 articles on risk management in our ALEATICA internal magazine, and shared 3 training sessions on ESG risks.**





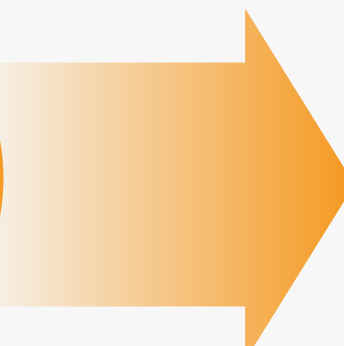
# Risk and Opportunity Management Process

Through our Integrated Risk Management Framework, ARM continuously identifies, evaluates, controls, monitors, and reports on the full range of strategic, financial, operational, and compliance risks and opportunities that the organization faces.

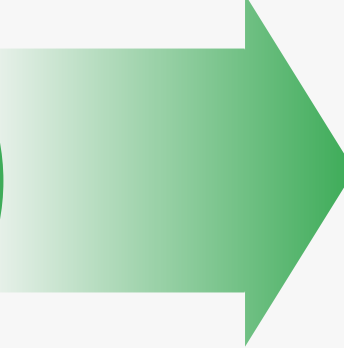


Risks are identified by the responsible individuals in each functional area. To facilitate this process, we have a risk taxonomy, which is periodically updated and covers the possible risks that the organization faces. This taxonomy includes ASG risks, such as those related to the environment, human rights, social issues, and corruption, among others. Additionally, we also incorporate risks related to climate change, following the categorization proposed by the Task Force on Climate-related Financial Disclosure (TCFD).

All risks are classified according to categories defined in the risk taxonomy. This is done to analyze risk exposure, facilitate aggregation and reporting, and show how risks interact with other risks, rather than considering them individually.



Risks are evaluated based on impact criteria and probability of occurrence. **This evaluation is carried out in three stages: inherent**, which is done before the implementation of controls to mitigate risk; **residual**, which is carried out after applying the current controls; and **objective**, which is established after the implementation of future mitigation actions.



As for risks, Business Units and Functional areas establish control activities and mitigation plans for each identified risk. These plans are documented and continuously monitored.

It is essential to recognize that despite our efforts to mitigate risks, some risks are beyond our control, such as changes in regulations, political, economic, or social conditions, and currency volatility, among others. However, we regularly identify, evaluate and monitor these risks.

Each risk is assigned a responsible person, who is responsible for its proper management and the implementation of the corresponding mitigation plans.





Periodically, the Risk Management Directorate, together with ARM, monitors the progress of mitigation plans and monitors the evolution of risks, paying special attention to those of greater relevance and substantial changes. **The most significant risks are communicated and reviewed by the Executive Committee, and are presented and discussed in the Committees and Councils of each Business Unit, as well as in the ASG Committee.**

**In addition, ARM quarterly certifies its knowledge of risks, controls, and mitigation measures under its responsibility to contribute to their control or reduction of exposure.**



**During 2022, we maintained training for our employees in risk management.** Additionally, training was provided in business continuity to all functional directors and managers.

**We consolidated opportunity management in our Risk Management Framework, addressing its identification, evaluation, treatment, monitoring, and reporting.** Opportunities were integrated into ALEATICA technological tool, specific evaluation criteria were established, and manuals and the Risk Management Standard were updated to reflect this new practice.

**We made significant progress in integrating environmental, social, and governance (ESG) risks and opportunities into our Risk Management Framework.**

**We developed a support manual and tool to facilitate the identification and evaluation of physical risks associated with climate change and transitional risks by risk owners.** This ensures that these events are taken into account in ALEATICA decision-making process.





# Physical Risks Associated with Climate Change and Transitional Risks, ensuring that ALEATICA takes them into account in the decision-making process

## Main Risks

Our organization is exposed to risks and uncertainties. Below we describe some of the risks that we consider most

relevant at the moment for our business and performance. However, in the future, other risks may arise that we currently do not know about, or risks that, while not

significant at the moment, could impact our finances and performance. It is important to note that this list is not intended to be exhaustive.

Risk	Description	Mitigation measures
<b>Sociopolitical</b>	Political, social, and regulatory changes could adversely affect our business, financial model, operating results, and projections.	<p>Continuous monitoring of regulatory and legislative processes that could affect our activities, analyzing the applicable regulatory changes, preparing the corresponding action plans, and implementing the necessary legal guarantees.</p> <p>Monitoring changes in the political environment to analyze possible implications and actions to be implemented.</p>
<b>Environment insecurity</b>	In recent years, insecurity has experienced a increasing period of criminal activity. This situation could worsen and negatively affect traffic on highways since the perception of insecurity in the environment of our infrastructures could generate a change in the routes (use of alternate routes) and therefore a reduction in traffic, affecting our business and financial results.	<p>Increased presence and coordination with local authorities.</p> <p>Surveillance teams along the infrastructures.</p> <p>Camera systems along the routes.</p> <p>Physical security personnel monitoring the project's influence area.</p>
<b>Cyber attacks</b>	ALEATICA business depends heavily on the proper functioning of the cybersecurity controls implemented in the computer technologies and automated systems that allow managing and administering the operations. Since these systems are critical to our activities, any significant disruption in our systems or theft of information can affect our financial situation, interrupt operation, or damage our reputation.	<p>Cybersecurity Framework in all Business Units to reduce data theft or unauthorized access to the company's systems.</p> <p>Global awareness program on cybersecurity.</p> <p>Strengthening the cybersecurity program.</p> <p>Training in cybersecurity incident management process.</p> <p>Social engineering tests.</p> <p>Evaluation of the cybersecurity maturity level.</p>





Risk	Description	Mitigation measures
<b>Natural Disasters</b>	Some regions and countries where we operate have experienced torrential rains, landslides, strong winds, and earthquakes. Natural disasters could disrupt our operations, damage our infrastructures, and adversely affect our operating results and financial conditions.	<p>Insurance policies to safeguard our assets.</p> <p>Design and implementation of business continuity plans.</p> <p>Disaster Recovery Center and Disaster Recovery Plan.</p> <p>Training and simulations.</p>
<b>Health and Safety</b>	The nature of our activities can cause injuries to our employees and contractors. Workplace accidents within our infrastructures could have legal and regulatory consequences, as well as reputational damage.	<p>Safety Management System.</p> <p>Job Hazard Assessments.</p> <p>Occupational Risk Prevention (PRL) training.</p> <p>Accident Reduction Program (PRA).</p> <p>Implementation of the Near-Miss program for all Business Units.</p> <p>Stop cards.</p> <p>Implementation of contractor document control software and access control.</p> <p>Improvement in employee vehicles.</p> <p>Crash cushion trucks.</p>
<b>Ethics and Fraud</b>	Given the large number of relationships and actors in the different countries where we operate, we are exposed to the risk that our companies, employees, executives, suppliers, partners, etc., may be involved in violations of the Code of Ethics (acts of corruption, for example). Non-compliance with laws and regulations that apply to us could result in fines and sanctions, affecting our reputation, business continuity, and operating results.	<p>We have a Code of Ethics signed and accepted by all employees.</p> <p>We have developed an anti-corruption policy, as well as different rules that govern ethical behavior inside and outside the organization (e.g. purchases, due diligence, gifts, entertainment, and representation expenses, conflicts of interest, interaction with public officials, etc.).</p> <p>Mandatory awareness-raising in compliance through compulsory training and periodic communication.</p>
<b>Legal Procedures</b>	ALEATICA operations have been and could continue to be subject to legal proceedings, the resolution of which could have an adverse effect on the business, financial condition, and reputation.	<p>Analysis of possible means of conflict resolution (conciliation, arbitration, or judicial proceedings).</p> <p>Monitoring and management of open claims against ALEATICA.</p>





Risk	Description	Mitigation measures
<b>Infectious Diseases</b>	<p>The pandemic caused by SARS-CoV-2 (COVID-19) has had and could continue to have an impact on traffic on highways and its consequent negative impact in terms of income, as well as in administrative and operational management.</p>	<p>Analysis of scenarios considering the impact of COVID-19 on traffic.</p> <p>Design and implementation of continuity plans for the different contingency phases (actions and measures to fight COVID-19 to safeguard the health of our employees and third parties).</p> <p>Internal communications and training courses on Safety to address the health crisis.</p> <p>Implementation of on-site and at-home COVID testing strategies to ensure business continuity and safeguard the integrity of personnel.</p> <p>Hybrid work model.</p>
<b>Environmental and Social Sustainability</b>	<p>ALEATICA operational continuity is largely exposed to the link between the organization and the Communities where we operate, as well as our relationship with caring for the environment.</p> <p>Our Social and Environmental Sustainability culture favors ALEATICA contribution to social and environmental benefit while presenting a positive effect on the sustainability of the business.</p>	<p>Materiality analysis and social intelligence studies.</p> <p>Implementation of action plans on relevant topics.</p> <p>Monitoring the execution of social and environmental action plans.</p> <p>Execution of social and environmental projects and actions in response to the four implementation criteria according to the sustainability standard.</p>
<b>Climate Change</b>	<p>Climate change entails threats associated with the increase in coastal, rainfall, and river floods, landslides, heat waves, droughts, extreme temperatures, and fires.</p> <p>Climate change could damage our infrastructure, disrupt our operations, and increase maintenance costs, posing risks to the physical integrity and health of our employees.</p>	<p>Diagnosis of adaptation to climate change as a case study in some Business Units of the Group.</p> <p>Development of a carbon emissions mitigation strategy for all Business Units.</p> <p>Manual of physical and transitional risks associated with climate change.</p>
<b>Financial Risks</b>	<p>We are exposed to various financial risks, including interest rate risk, exchange rate risk, liquidity risk, among others.</p> <p>We have fixed financial obligations whose non-compliance could impact our liquidity, affecting Our Business, financial situation, and operating results.</p>	<p>Mitigation measures are described in the Consolidated Annual Accounts (consult the financial risks section of the 2022 Annual Report).</p>





# Cybersecurity



Robinson Stiven  
Martinez Perez  
Technology  
Specialist

In 2022, ARM implemented significant cybersecurity measures by adopting the five functions of the Cybersecurity Framework, which include Identify, Protect, Detect, Respond, and Recover. This reflects our commitment to managing cyber risks.

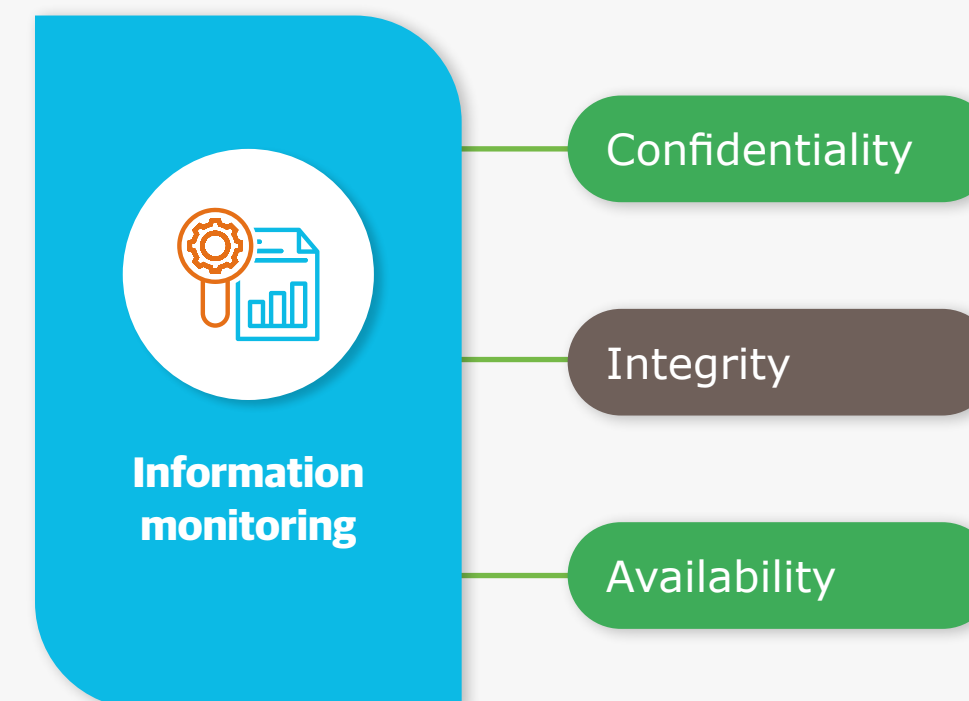
We have a cybersecurity framework based on the National Institute of Standards and Technology Cybersecurity Framework (NIST-CSF), which allows us to have an approach to reduce the risk connected to cybersecurity threats that may compromise information security or business operational continuity.

**We have established early event detection systems and developed response and recovery plans. To achieve this, vulnerability analyses were carried out and effectively managed.** These actions have prepared us to maintain business continuity, strengthen our security posture, and effectively communicate our cybersecurity practices. However, it is essential that ARM continues to update itself with the latest threats and best practices to ensure that its cybersecurity remains up-to-date and effective.

## Main achievements

### Penetration Testing, Vulnerability Analysis, and Vulnerability Management:

We employ cybersecurity practices to protect our technological infrastructure, prevent cyber attacks, safeguard the confidentiality of information, and ensure the availability of technological resources. Cybersecurity is a fundamental priority for the company, and these activities are vital to maintaining a safe and protected technological environment.



## ARM Cybersecurity Framework Maturity

In 2022, during the review performed by the ALEATICA cybersecurity management, we achieved the objective established for this year, reaching level 2 (Repeatable) in the cybersecurity framework. This represents significant progress towards the implementation of best cybersecurity practices at ARM.

## Cybersecurity certification course for employees

We increased awareness of security among our employees with the objective of: reducing cybersecurity risks, protecting sensitive data, complying with regulations, preparing staff for security incidents, strengthening our defenses, and promoting a solid cybersecurity culture within the organization.





# Zero tolerance for corruption

GRI 3.3

Given that ARM has a zero-tolerance policy for corruption, it is important to note that we have communicated and provided training on the company's anti-corruption policies and procedures to all members of the governing bodies as well as executives and employees. Additionally, we have carried out various communication and awareness-raising actions on issues related to anticorruption, dealing with public officials, and fraud prevention, through training and periodic communications through the company's internal newsletter and emails.

All third parties with whom we work are required to sign a responsible declaration that addresses, among other things, anticorruption issues and includes a link to our Anti-Corruption Policy. Additionally, we have incorporated specific clauses in all our contracts that address anticorruption-related aspects. At ARM, we have a clear policy of not making any contributions to political parties or their members, which is reflected in our Anti-Corruption Policy.



**Our Anti-Corruption Policy is available for open consultation on the following website:**

<https://www.autopistamagdalen.com.co/wp-content/uploads/2022/09/Politica-Anticorrupcion-2022-1.pdf>





# Communication and training on anticorruption policies and procedures

GRI 205-2

Our company has a solid commitment to integrity and ethics at all organizational levels. Therefore, we have implemented a comprehensive communication and training program on anticorruption policies and procedures that extends to all our employees, regardless of their position. Below is the number of employees trained in 2021 and 2022:

	2022	2021
Board of Directors	7	7
Management positions	7	7
Middle management	19	20
Rest of the staff	126	84



In 2022, the Compliance Directorate updated the Anti-Corruption Policy and conducted a course aimed at all employees to inform about the modifications made to the document, highlighting the most relevant aspects of it. This course included the presentation of practical cases to promote participation and understanding by employees.

## Confirmed corruption cases and measures taken

GRI 205-3

At ARM, there were no confirmed cases of corruption or investigations related to alleged acts of corruption or suspicions of corruption.





# Crime Prevention Model

GRI 3-3

At ARM, we have implemented a Crime Prevention Model (CPM) that identifies and evaluates legal risks associated with our operations, considering the current legislation in each country where we operate. These risks are analyzed in terms of their impact and likelihood, which allows us to identify controls to mitigate them. Our internal controls are documented in detail, including the responsible direction, frequency of execution, description of the activity, and evidence of compliance. The CPM is regularly updated to adapt to legal and organizational changes.

This focus on legal risk prevention has allowed us to avoid negative impacts, such as the suspension or cancellation of our company, as well as protecting our reputation. In line with our responsibilities in the prevention and control of money laundering, terrorism financing, and the proliferation of weapons of mass destruction, we have established procedures, policies, and internal controls to comply with national and international

regulations. **We are committed to detecting operations with illicit resources and reporting them to the relevant authorities.**

In addition, we have a Business Transparency and Ethics Program that sets guidelines and controls to prevent corruption and transnational bribery, both in our operations and in the use of third parties. This program reflects our public commitment to business ethics and transparency, as well as our rejection of any behavior contrary to our values.

The Compliance Department has implemented a global program that covers all ALEATICA societies. This program aims to identify risks related to regulatory compliance and establish the necessary controls to mitigate such risks, both at the corporate and local level.

... **The Compliance Program is made up of 7 pillars** ...







The Compliance Department periodically monitors the performance of the Crime Prevention Model (CPM) by taking the following actions:



The Compliance Department carries out a comprehensive evaluation of the Compliance Program, considering its level of maturity in relation to local regulations and international standards in the field of regulatory compliance. During this evaluation, possible deficiencies and weaknesses are identified, necessary corrective actions are proposed, and recommendations and improvement opportunities defined in previous reviews are tracked.



The CPM Control Managers validate the design and effectiveness of these controls on an annual basis.



The Compliance Program may be evaluated in terms of effectiveness through internal audits or through the review of independent external experts.

## Conflicts of interest and unfair competition

During 2022, there were no reported cases of conflicts of interest or unfair competition, which represents continuity compared to 2021. In addition, no pending or finalized legal actions related to monopolistic practices, infringement of free competition legislation, or the organization's participation in such activities were recorded during both years.

Our Code of Ethics and Conduct establishes the guiding principles for the behavior of everyone who is part of ALEATICA, acting as a compass that guides our relationships with our stakeholders, which include partners, users, employees, suppliers, subcontractors, allies, governments, communities, and any individual or entity that interacts with the Company.

To promote a culture of transparency and responsibility, we have implemented the **I CARE** channel, which is open to all members of ALEATICA as well as our stakeholders. At ARM, we value the opinions and concerns of each of our employees and interested parties, whether related to ethical or legal behavior, or simply to clarify doubts and concerns.



Our Code of Ethics and Conduct is available on the following page:

[https://www.autopistamagdalena.com.co/wp-content/uploads/2023/06/ALEATICA-Codigo-etica-Esp\\_-1.pdf](https://www.autopistamagdalena.com.co/wp-content/uploads/2023/06/ALEATICA-Codigo-etica-Esp_-1.pdf)





# Prevention of money laundering and terrorism financing

In Colombia, ARM is obliged to implement measures for the Prevention of Money Laundering and Financing of Terrorism, as stipulated in CHAPTER IV of the Concession Contract signed with the National Infrastructure Agency (ANI). This analysis applies to all persons working for the company, including administrators, directors, managers, officers, collaborators, intermediaries, agents and representatives, provided that they render services on behalf of the company. Any operation that does not conform to normal business practices or that cannot be adequately justified must be reported immediately through the format provided by the Financial Information and Analysis Unit (UIAF), using the "SIREL" web system.





# Code of Ethics and Ethical Channel

GRI 2-26

ARM Code of Ethics establishes the guiding principles for the behavior of all members of our organization.

This document guides our interactions with stakeholders, which include partners, users, collaborators, suppliers, contractors, allies, authorities, communities and any other entity or individual related to our project. At ARM, all members, without exception, have the responsibility and commitment to familiarize themselves with the Code and to comply with it rigorously.

Alejandro Niño Arbeláez  
General Manager of  
Autopistas Río Magdalena



Diana Natalia Ramos Ulloa  
Compliance Analyst South  
America Region

## Ethical Channel

GRI 2-26

At ARM, we have the **I CARE** channel, where any person can file a complaint personally or anonymously. This channel is managed by an external entity and forwards the complaints directly to the Global Compliance area, which is in charge of carrying out the corresponding investigations.

The following contact channels are available for queries or to report unlawful behavior, irregularities or non-compliance with ARM internal policies and/or the Code of Ethics:



Intranet > Corporate Integrity > I CARE Ethics Channel



Internet:

<http://icare.ALEATICA.com/>



Phone:

Colombia:(+57) 601 3816523





# Conflict of interest

GRI 2-15



At ARM, we maintain a zero-tolerance policy regarding conflicts of interest. To ensure their proper management, we have established a Conflict of Interest Standard (DRC-NORM-01) that acts as a mandatory compliance guideline for identifying and addressing cases of conflict of interest. **To date, no cases of conflict of interest have been reported in our organization, reflecting our commitment to transparency and business ethics.**







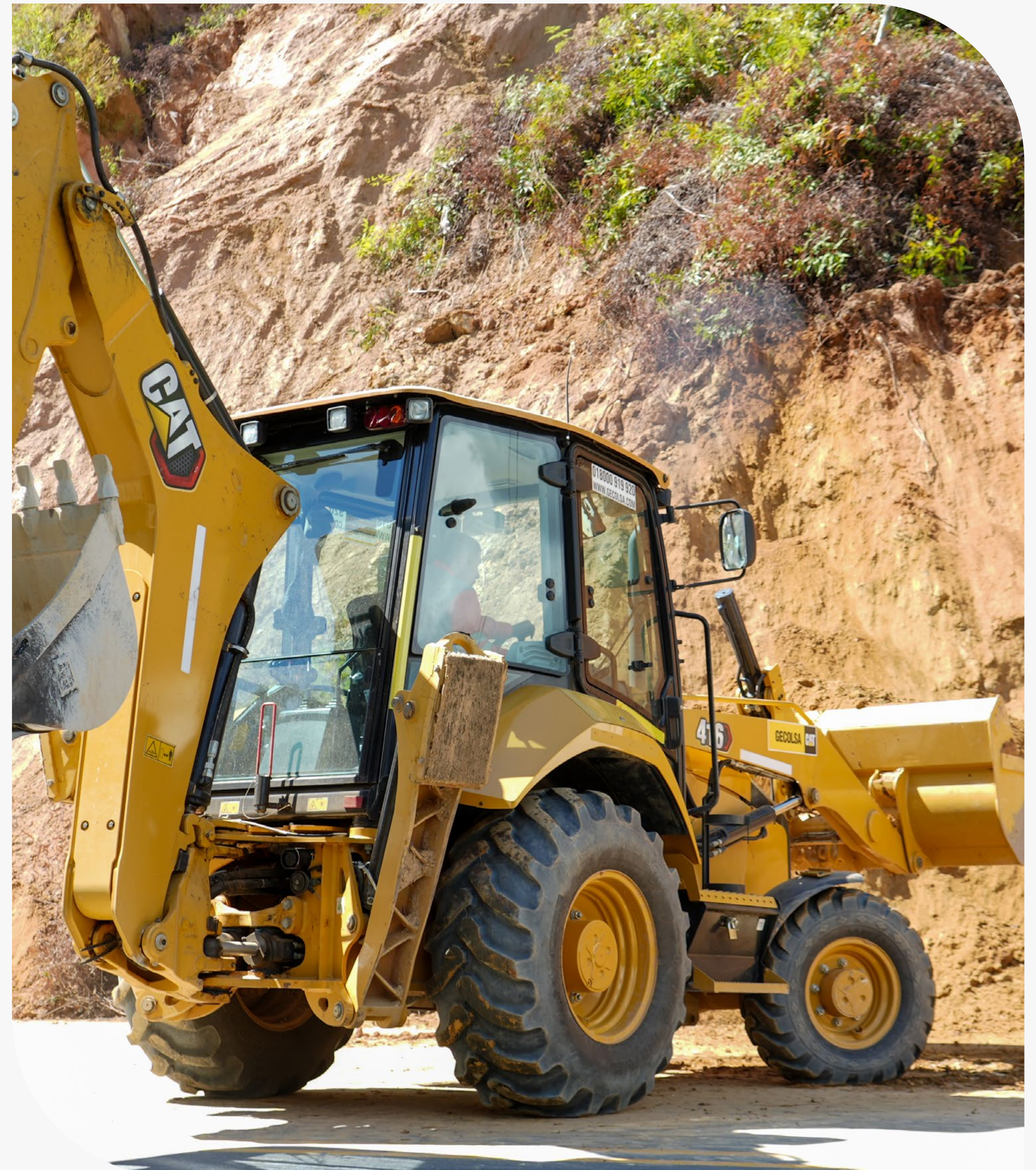
# Unfair competition

GRI 206-1 and 418-1

During the year 2022, there were no situations related to unfair competition in our company, which reflects our commitment to fair and ethical business practices in all our business activities. We also reported no violations of our customers' privacy.

## Commitments and future goals

Target	Objective	Indicator
Receipt of complaints from employees and third parties.	Measure the effectiveness and trust in the Ethical Channel.	No. Complaints received.
Communication of gifts received and given by employees.	Controlling the receipt and granting of gifts.	No. of gifts reported.
Communication of conflicts of interest that may arise in ARM.	Control and mitigate the possible existence of conflicts of interest.	No. of conflicts of interest reported.
Receipt of minutes of meetings with public officials.	Control and review meetings with public officials.	No. of minutes with public officials received.
Evaluate third parties with whom ARM has a relationship.	Prevent ARM from having relationships with third parties that could pose a risk to the company.	No. of due diligences approved.







# Human Rights

GRI 3-3 and 410-1

**In accordance with our corporate due diligence commitments, ARM has established robust and well-structured management processes to address risks and impacts in a variety of areas, including environmental, social, occupational health and safety, and quality, among others.** In our organization, we have developed policies, procedures and practices that incorporate a focus on human rights, particularly in the social and occupational health and safety areas. These processes involve a careful analysis of fundamental rights, such as the right to life, personal integrity, property, an adequate standard of living, a healthy environment, participation and access to information. We are committed to promoting and protecting these rights throughout our operations.

At ARM, responsibility for respecting and complying with human rights is shared by everyone, including employees, managers and third parties. Our Human Rights Policy (DSA-POLI-09) commits us to respect human rights throughout our value chain and in the communities impacted by our operations.

Our commitment to respect includes all internationally recognized human rights, ratified by Colombia in treaties such as the

Universal Declaration of Human Rights, the American Convention on Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, and the fundamental conventions of the ILO.

## Measures for the Protection of Human Rights

To fulfill our commitment to assess and manage the impact of our operations on human rights, we have implemented a rigorous corporate due diligence process at the operational level. This process enables us to anticipate and mitigate human rights risks and take preventive, corrective or remedial action as necessary as part of our responsibility to respect human rights.

The image below illustrates the various steps of this human rights due diligence process, which must be carried out on an ongoing basis at ARM. This allows us to identify and effectively manage risks that the company could generate or contribute to in relation to human rights.







# Human rights due diligence

At ARM, we understand human rights due diligence as a continuous process that encompasses the following phases:

Phase	Description
<b>Identification of human rights impacts, materialized or potential</b>	We regularly identify human rights impacts in our operations and business relationships.
<b>Adverse impact assessment and remediation</b>	We evaluate and prioritize negative human rights impacts based on their severity, considering the elements of scale, scope and irremediability.
<b>Development of Measures to Address Adverse Impacts</b>	We have a corporate Human Rights Due Diligence Action Plan to prevent negative impacts on our operations and business relationships, including the supply chain.
<b>Verification and follow-up</b>	Implementation of measures to monitor and follow up on the effectiveness of the actions implemented, and that they are being effective in their objective to stop, prevent and mitigate.
<b>Communication</b>	Communication to our stakeholders on how we address impacts through the dissemination of reports, training for our employees and the supply chain, and using our various communication channels.
<b>Repairing or collaborating in the damages caused</b>	Incorporation of a human rights approach in the Customer Service Program to identify and address complaints and claims related to possible human rights violations, guaranteeing adequate attention and, if necessary, making reparations based on an analysis of the affected right.

In line with international and national regulations, ARM is committed to implementing a rigorous human rights due diligence approach throughout its operations. This is reflected in its internal policies and standards, which address human rights, occupational health and safety, equal opportunity and non-discrimination.

ARM has established policies and procedures to address psychosocial risks, occupational safety and harassment. In addition, it has confidential reporting mechanisms, such as the Labor Coexistence Committee and the Ethics Channel - I Care, so that employees can report any violation of internal policies. **In 2022, no cases of alleged workplace harassment by employees were reported. These measures reflect ARM commitment to respecting human rights and promoting a safe and fair work environment.**

Below is a graphic summary of the impact hypotheses identified at ARM. They are classified according to the human right that could be violated, referring for each impact the severity assessment, management maturity and attribution.

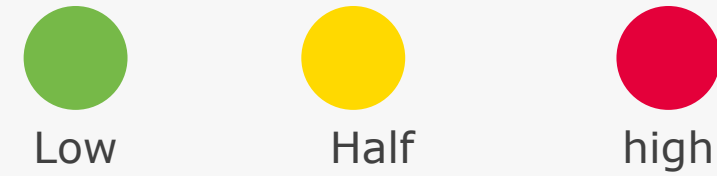




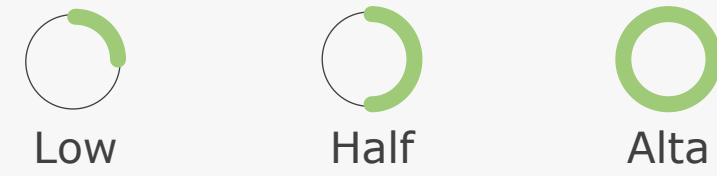


# Criterion

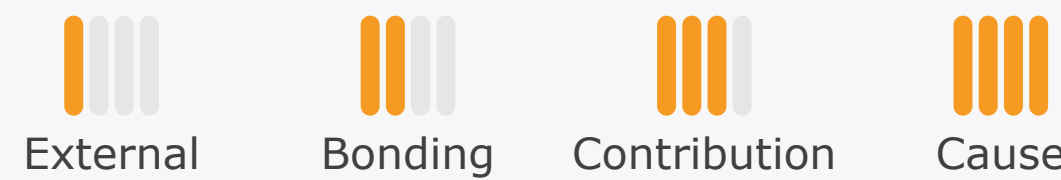
## Gravity



## Management



## Attribution



## RIGHT TO PERSONAL INTEGRATION

Impact Hypothesis	Gravity	Management	Attribution
<b>I-1</b> Excessive or disproportionate use of force by Public Forces (Blockades)	High	Half	External
<b>I-2</b> Excessive or disproportionate use of force by private security forces	High	Half	External
<b>I-3</b> Threats to the physical and psychological integrity of employees (social and property).	High	Half	External
<b>I-4</b> Fatalities and/or injuries due to non-compliance with OSH standards and protocols.	High	Alta	External
<b>I-5</b> Fatalities and/or injuries due to traffic accidents	High	Alta	External
<b>I-6</b> Omission or delay in road assistance in case of accident	High	Alta	External

## RIGHT TO LIBERTY AND SECURITY OF PERSON

Impact Hypothesis	Gravity	Management	Attribution
<b>I-7</b> Restrictions on freedom and security by illegal armed actors	High	Half	External

## RIGHT TO EQUALITY AND NON-DISCRIMINATION

Impact Hypothesis	Gravity	Management	Attribution
<b>I-8</b> Non-inclusion of people with disabilities and those in the process of reincorporation	High	Half	External
<b>I-9</b> Low inclusion of women in management positions - Lack of gender focus	High	Half	External

## RIGHT TO PRIORITY

Impact Hypothesis	Gravity	Management	Attribution
<b>I-10</b> Non-inclusion of people with disabilities and those in the process of reincorporation	Half	Half	External
<b>I-11</b> Low inclusion of women in management positions - Lack of gender focus	Half	Half	External
<b>I-12</b> Non-inclusion of people with disabilities and in the process of reincorporation	Low	Half	External

## RIGHT TO FREEDOM OF OPINION AND EXPRESSION

Impact Hypothesis	Gravity	Management	Attribution
<b>I-13</b> Stigmatization of social, environmental and human rights leaders who express their opinion against the project	High	Half	External

## DERECHO DE REUNIÓN PACÍFICA

Impact Hypothesis	Gravity	Management	Attribution
<b>I-14</b> Prevent, restrict, obstruct peaceful demonstrations against the project	Half	Half	External

## RIGHT TO WORK AND SOCIAL SECURITY

Impact Hypothesis	Gravity	Management	Attribution
<b>I-15</b> Non-compliance in the payment of salaries and social security by the contractor	Half	Half	External
<b>I-16</b> Failure to pay local women for food, cleaning and other services	Half	Half	External





### RIGHT TO AN ADEQUATE STANDARD OF LIVING

Impact Hypothesis	Gravity	Management	Attribution
<b>I-17</b> Deepening of conditions of socioeconomic vulnerability evictions	Red circle	Green circle	Three orange bars
<b>I-18</b> Non-compliance with minimum skills conditions (decent housing) or location in unsafe environments	Yellow circle	Green circle	Three orange bars
<b>I-19</b> Damage to public services (community aqueducts, lighting, etc.)	Yellow circle	Green circle	Three orange bars
<b>I-20</b> Generation of dust, noise and vibrations	Yellow circle	Green circle	Three orange bars

### RIGHT TO THE PROTECTION OF CHILDREN

Impact Hypothesis	Gravity	Management	Attribution
<b>I-21</b> Fatalities and/or injuries due to traffic accidents in school zone (right-of-way)	Red circle	Green circle	Three orange bars

### RIGHT TO A HEALTHY ENVIRONMENT

Impact Hypothesis	Gravity	Management	Attribution
<b>I-22</b> Climate change	Red circle	Green circle	Three orange bars
<b>I-23</b> Greenhouse gas emissions	Red circle	Green circle	Three orange bars
<b>I-24</b> Impacts on water resources and unauthorized discharges	Red circle	Green circle	Three orange bars
<b>I-25</b> Increased wildlife roadkill	Yellow circle	Green circle	Three orange bars

### FUNDAMENTAL RIGHT TO PETITION

Impact Hypothesis	Gravity	Management	Attribution
<b>I-26</b> Failure to comply with the legal deadline for responding to the rights of petition	Green circle	Green circle	Three orange bars

## Achievement

At ARM, we have implemented robust and structured management processes to address risks and impacts in various areas, including environmental, social, occupational health and safety, security, quality, among others. This involves a continuous assessment of rights such as life, personal integrity, property, adequate standard of living, healthy environment, participation and access to information.



[Watch video related to Human Rights](#)





# Commitments and future goals



1

Develop the ARM Human Rights Risk Matrix, in order to establish a comprehensive approach to human rights risk management within ARM.

3

Implement a periodic reporting system that includes key metrics related to ARM human rights engagement.

2

Develop a Human Rights Action Plan to establish a set of specific measures and actions, based on a comprehensive human rights risk assessment, to guide and strengthen human rights management at ARM.

4

Incorporate a human rights focus in the customer service program to identify complaints and grievances related to potential human rights violations in order to redress or assist in redressing those potentially affected.





CHAPTER

# 08

## Table of contents GRI







<b>Declaration of use</b>	Autopistas Río Magdalena has prepared this report in accordance with the GRI Standards for the period 2022	
<b>GRI 1 USED</b>	GRI 1: Fundamentals 2021	
<b>STANDARD GRI/OTHER SOURCE</b>	<b>CONTENTS</b>	<b>LOCATION</b>
<b>General contents</b>		
<b>Magdalena Highways</b>		
	<b>2-1</b>	Organizational details
	<b>2-2</b>	Entities included in the organization's sustainability reporting
	<b>2-3</b>	Reporting period, frequency, and contact point
	<b>2-4</b>	Re-expressions of information
	<b>2-5</b>	External verification
<b>Activities and collaborators</b>		
	<b>2-6</b>	Activities, value chain and other business relationships
	<b>2-7</b>	Partners
	<b>2.8</b>	Non-partners
<b>Governance</b>		
<b>General contents 2021</b>	<b>2-9</b>	Governance structure and composition
	<b>2-10</b>	Appointment and selection of the highest governance body
	<b>2-11</b>	Chair of the highest governance body
	<b>2-12</b>	Role of the highest governance body in overseeing impact management
	<b>2-13</b>	Executive-level responsibility for economic, environmental, and social topics
	<b>2-14</b>	Role of the highest governance body in sustainability reporting
	<b>2-15</b>	Conflicts of Interest
	<b>2-16</b>	Communication of critical concerns
	<b>2-17</b>	Collective knowledge of the highest governance body
	<b>2-18</b>	Performance evaluation of the highest governance body





STANDARD GRI/OTHER SOURCE	CONTENTS	LOCATION
<b>Strategy, policies and practices</b>		
<b>General contents 2021</b>	<b>2-22</b> Senior decision-maker's statement	Page 5 and 8
	<b>2-23</b> Commitments and policies	Page 17 and 26
	<b>2-24</b> Incorporation of commitments and policies	Page 127
	<b>2-25</b> Processes to remediate negative impacts	Page 114
	<b>2-26</b> Mechanisms for ethics advice and concerns	Page 145
	<b>2-27</b> Governance management	Page 127 and 129
	<b>2-28</b> Membership of associations	Page 17 and 30
<b>Stakeholder engagement</b>		
<b>General contents 2021</b>	<b>2-29</b> Approach to Stakeholder Engagement	Page 17
	<b>2-30</b> Collective bargaining agreements	Page 79
<b>Material issues</b>		
<b>GRI 3: Material Topics 2021</b>	<b>3-1</b> Process of determining the material topics	Page 17
	<b>3-2</b> List of material topics	Page 17
<b>Safety First</b>		
	<b>3.3</b> Occupational Health and Safety Management System	Page 41 and 46
	<b>403-1</b> Occupational health and safety management system	Page 41
	<b>403-2</b> Hazard identification, risk assessment and incident investigation	Page 46
	<b>403-3</b> Occupational health services	Page 47
	<b>403-4</b> Employee participation, consultation and communication on health and safety at work	Page 49
	<b>403-5</b> Occupational health and safety training for employees	Page 50
	<b>403-6</b> Employee health promotion	Page 51
	<b>403-8</b> Coverage of the Occupational Health and Safety Management System	Page 60
	<b>403-9</b> Injuries due to occupational accidents	Page 61
	<b>403-10</b> Occupational illnesses and diseases	Page 64





STANDARD GRI/OTHER SOURCE	CONTENTS	LOCATION	
<b>Passion for the Team</b>			
<b>GRI 3: Temas Materiales 2021</b>	<b>3-3</b>	<b>Human talent management</b>	Page 74 and 75
	<b>401-1</b>	Turnover rate	Page 78 and 79
	<b>401-2</b>	Benefits for full-time employees that are not provided to part-time or temporary employees	Page 82
	<b>401-3</b>	Parental leave	Page 83
	<b>202-2</b>	Proportion of senior management hired from the local community	Page 71
	<b>404-3</b>	Percentage of employees receiving regular performance and career development evaluations	Page 79
	<b>404-1</b>	Average hours of training per employee per year	Page 80
	<b>404-2</b>	Programs to develop employee competencies and transition assistance programs	Page 80
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