

Autopista Río Magdalena



2023 Annual
Sustainability Report

Contents



03 Sustainable Vision

10 Our Business

27 Safety First

28 Key Achievements

29 Our Approach and Strategy

29 Integrated Management System

33 Main milestones of the Integrated Management System (IMS) in 2023

42 Hazard identification, risk assessment, and incident investigation

43 Occupational health services

44 Employee involvement, consultation and communication on occupational health and safety

45 Training employees on occupational health and safety

46 Promoting employee health

47 Preventing and mitigating the implications of occupational health and safety on business relationships

48 Work-related injuries

50 Work-related ill health

51 Safety for our customers

58 Evaluating the health and safety implications of product or service categories.

60 Non-compliance events involving health and safety implications

61 Progress in Safety Culture

62 Future commitments and goals

63 Social and Environmental Sustainability

64 Key Achievements

65 Our Environmental Commitment

66 Climate Strategy

69 Measuring Greenhouse Gas (GHG) Emissions

72 Environmental Emergency Response

73 Resource Consumption

77 Waste

83 Materials

84 Biodiversity

86 Socio-Environmental Investment

87 Our Social Commitment

88 Social Strategy

97 Community Training

99 Environmental and Social Responsibility Plan (ESRP)

101 Volunteering

103 Social Seal

108 Supply Chain

111 Future commitments and goals

113 Service Excellence

114 Key Achievements

115 Our commitment to customer service and care

116 Service Excellence Management

117 Means of Contact

118 Satisfaction Surveys

120 Complaints System

121 Community outreach strategy: Soccer to educate

122 Data privacy

123 Future commitments and goals

124 Corporate Integrity

125 Key Achievements

127 Corporate Governance

128 Risk and Opportunity Management

133 Financial information

137 Crime Prevention Model

138 Zero Tolerance for Corruption

139 Conflict of Interest

139 Unfair Competition

140 Preventing money laundering and the financing of terrorism

141 Code of Ethics and Conduct

143 Cybersecurity

145 Human Rights

150 Future commitments and goals

151 Passion for the Team

152 Key Achievements

153 Our Team

154 Talent Management Model

158 ARM Diverse and Inclusive

161 Creating the best place to work

165 Future commitments and goals

168 GRI Table of Contents



Sustainable vision

"We demonstrate our commitment to **transparency by disclosing our environmental and social impacts, and we take great pride in the practices we have implemented.**

Our goal is to present a clear and honest view of our commitment to sustainability and our efforts to contribute to a more responsible and equitable future".

COP
\$138

million donated through products and services that promote sustainable development.



Welcome Message and About this Report

We present Autopista Río Magdalena's (ARM) 2023 Annual Sustainability Report. In this document we present the milestones achieved through our Sustainability Strategy and our values defined by our corporate pillars, along with information and actions linked to our impacts and results in social, environmental and corporate governance (ESG) issues relevant to ARM.

The goal of this report, developed in accordance with Global Reporting Initiative (GRI) standards, is to offer relevant information to our stakeholders and to demonstrate the measures taken in response to the identification of key risks and opportunities in our operations.

Website <https://www.autopistamagdalena.com.co/>

General Manager **Alejandro Niño Arbeláez**

Business Sector Transport Infrastructure Operators

Activity Pure Transport Infrastructure Operator

Country Colombia

Report preparation cycle Annual

ALEATICA operates in the following countries Mexico, Spain, Peru, Chile, Colombia, Italy, and the United Kingdom

Dissemination of the Annual Sustainability Report Autopista Río Magdalena website and email

Review of the Annual Sustainability Report This report is reviewed by the General Management, Area Directors and the Sustainability and Customer Service Manager

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Message from ARM's General Manager

At Autopista Río Magdalena (ARM), we are delighted to present our third Sustainability Report. This report underlines our commitment and strategic alignment with Environmental, Social, and Governance responsibility, which is part of our road towards sustainability.

In this report we highlight our progress in the five fundamental pillars that align with our strategic plan: Safety First, Social and Environmental Sustainability, Service Excellence, Corporate Integrity and Passion for the Team.

This year **we achieved certification in the ISO 9001:2015 standard**, attesting to our compliance with established requirements to ensure quality and constantly improve our processes.

Safety First: We know it, which is why this year we were recertified to the NTC ISO 45001:2018 standard. This is proof of our ongoing commitment to our employees' occupational health and safety throughout ARM's operations. Our team members spent a total of 2,553 hours on specialised safety training courses, which contributed to this achievement. As a result of these measures, we were able to reduce the number of work-related injuries among our employees by 50.0% between 2022 and 2023 and by 26.4% among contractor workers during the same time period.

Furthermore, no occurrences of occupational diseases were reported among our staff members or contractors' employees in 2023, demonstrating our strong dedication to the safety and well-being of all those involved in our operations.

On the other hand, we promoted road safety through 157 educational campaigns, reaching 4,043 customers. Among these were four innovative campaigns in which we applied virtual reality to allow drivers to simulate driving situations, highlighting potential hazards and encouraging safe practices. This strategy raised awareness among 740 drivers of our road.

In 2023, we continued to work for **Social and Environmental Sustainability**. We strive to identify the needs of the communities within the project's area of influence in order to develop strategies that will significantly improve their quality of life. In compliance with our donation policy, we have delivered products and services valued at over COP \$138 million, leaving installed capacity in the territory and promoting sustainable development.

The Archaeological and Ethnographic Museum of Puerto Berrio, established through the Preventive Archaeology programme, serves as a community space for cultural dissemination, identity promotion, and heritage awareness. It also displays archaeological findings recovered during the construction phase for Functional Units 3 and 4.

In terms of environmental compensation, we achieved a significant milestone by planting 42,990 trees on 62.1 hectares and maintaining 88.5 hectares, representing 48.6% of the total target. Through our sustainability strategy, we will support





measures that will have a substantial social impact, such as the establishment and administration of certified community nurseries focused primarily at female heads of households, beginning in 2024.

In line with our commitment to sustainability, we verified our carbon footprint in scopes 1, 2 and 3 for 2022, following the guidelines of the GHG Protocol and ISO 14064-1:2018, through the certifying entity Bureau Veritas. We remain committed to reducing emissions in Scopes 1 and 2 by 10.4% by 2030. We also successfully maintained our NTC ISO 14001:2015 accreditation, demonstrating our continued commitment to responsible environmental management across our operations.

Implementing projects that reinforce our environmental commitment is a constant priority for us. At ARM, we have implemented a strict waste management approach, which has resulted in the integration of 82.8% of our hazardous waste into a new value chain. In addition, we recovered 28.7% of total waste this year. We also conduct thorough assessments of our suppliers to ensure their compliance with the environmental standards we uphold at ARM.

Furthermore, we are dedicated to **Service Excellence**, which is why we have strengthened our relationships with roadway travellers and the community in the project's area of influence through our communication channels, which include fixed customer service offices, mobile offices, and virtual channels such as our website, cell phone lines, WhatsApp, and QR Code, allowing us to provide a more accessible and efficient service.

We are also pleased to announce that we earned an outstanding average Net Promoter Score (NPS) rating of 99.9, revealing our customers' satisfaction and trust in our services. Significantly, 92.0% of polled customers rated highway services favourably, including ambulance service, mobile car repair trucks, tow trucks, and SOS posts.

As part of our commitment to **Corporate Integrity**, we have established transparent policies and procedures that promote and ensure a culture of compliance and accountability in every aspect of our operations. Through our Compliance programme, we give the necessary training and support to understand and comply with all applicable Colombian laws and regulations, as well as our internal policies, regulations, and procedures. In addition, we ensure that we identify and address any situation that may compromise our core values.

By updating our Crime Prevention Model, we have strengthened our response to potential risks. To build an outstanding ethical culture, we strengthened staff training through our Business Transparency and Ethics Programme (PTEE in Spanish). In 2023, no cases of corruption or conflicts of interest were reported in our organisation.

Our employees' participation and involvement is crucial. Therefore, we encourage them to use our confidential ethical channel I CARE to report any concerns or violations of their physical or psychological integrity. Similarly, to strengthen our regulatory compliance efforts in Colombia, we provided specialised courses within the framework of the System for Self-Control and Management of the Integral Risks of Money Laundering, Terrorism Financing and Financing of the Proliferation of Mass-Destruction Weapons (SAGRILAF).

Cybersecurity and data protection for our stakeholders are critical to the business. We consequently maintained a proactive approach by conducting detailed evaluations of our information systems and organising specialised webinars, thereby boosting our maturity level under our Cybersecurity Framework in comparison to 2022, going from level two to level three on a five-level scale. In 2023, no cybersecurity breaches were reported, indicating a significant improvement in the installation of protective mechanisms and the dedication of our human workforce to ensuring information integrity.



Within the framework of personal data protection standards and protocols, we continue to work on implementing actions that assess privacy and data protection risks within the organisation, as well as privacy notices for suppliers, to ensure compliance with current regulations. No personal data breaches were reported in 2023.

We realise that our employees are the foundation of our organisation, which reinforces our **Passion for the Team**. In 2023, we implemented a cultural change process involving our 158 employees with the goal of improving our team's dedication, culture, and performance in accordance with the objectives of ALEATICA, our parent company, backed by our Leadership Manifesto.

To achieve this, we put in place a thorough training plan as well as a corporate People and Culture strategy. This project aimed to internalise the Manifesto's principles, encourage experience sharing, and strengthen team management, spanning from technical abilities required for the successful functioning of our infrastructure to soft skills. This resulted in a 126.0% increase in training hours over the previous year, showing our dedication to the professional growth of our employees.

Furthermore, in order to establish ARM as an outstanding employer that makes all of our workers feel committed, driven, and aligned with the business objectives, in 2023 we performed our second General Climate Survey. This survey, in which 96.0% of our employees participated, provided us with valuable feedback that helped us identify our strengths and areas for development in terms of employee empowerment and engagement. This active listening exercise enables us to adjust our internal strategies and policies to maintain an enriching work environment and a high-performance culture across the organisation.

We understand the challenges that come with moving our operations towards sustainability. We are committed to this journey and understand that it requires the perseverance of the entire ARM team.

Every step forward, no matter how small, is critical to achieving our goals and improving our impact on the world around us. **Together we can build a strong and ethical company.** In this way, we will continue to move towards a future of success and sustainable growth for all.



Alejandro Niño Arbeláez

General Manager of
Autopista Río Magdalena



GRI: 2-22

Message from the Sustainability and Customer Service Manager

Social and environmental sustainability are critical pillars for ARM's operations. We recognise the growing demand from our stakeholders on this matter and therefore strive to anticipate industry trends, comply with current regulations and international ESG standards, and contribute to the achievement of 33 targets of 15 of the 17 United Nations Sustainable Development Goals.

We are pleased of the social and environmental strategies, programmes, and projects we have implemented throughout the region. This is made possible by our team's innovative capacity and commitment to faultless execution in collaboration with communities, road travellers, and key allies. All of this has enabled us to meet our short- and long-term objectives.

This year, we introduced our smartphone application Fauna Vial ARM, a tool that seeks to safeguard and account for the biodiversity found along our road corridor, as well as increase awareness about biodiversity since wildlife plays an important role in our road safety strategy.

Thanks to this app, which had 94 registered subscribers at the end of the year, **we received 47 reports of wildlife sightings** and 13 of roadkill in 2023.

In our constant quest to make a positive social impact, every year we strive to enhance and address major areas of development in the territories where we operate. As a result, we have taken a significant step forward by establishing our School of Human Rights and Sustainable Leadership. This project has enabled the establishment of a community education system focused on issues such as sustainable development, the environment, human rights and proactive leadership, reaching 18 teachers and 526 students, including children and young people from educational institutions in the project's area of influence.

As part of our environmental and social responsibility, we recovered and improved 11 water catchment locations in Remedios, Vegachí, and Maceo municipalities through our water resource management programme. This effort has been fundamental for improving the communities' access to water, directly benefiting 34 families. Importantly, these improvement initiatives will continue through 2024, consistent with our commitment to increasing infrastructure and community access to water.





Through our *Emprendedores Sobre Ruedas* strategy, we have created projects that encourage entrepreneurship and the development of individuals who seek assistance in concretizing or strengthening their business ideas. These initiatives include *Crecer es Posible*, which has provided comprehensive business training to 91 entrepreneurs; *Emprende Tu Futuro*, which has assisted 255 participants in developing and financing business plans, awarding seed capital to 10 of them; and, finally, the *Mercaemprende* business showcase, where entrepreneurs offer their products and services to expand their customer base and improve their business relationships.

We are convinced that if it **is sustainable, it is development**, because lasting development **is only possible when the protection of the environment and the well-being of the communities** in which we operate are prioritised.

We will continue to work relentlessly to anticipate global trends, meet international standards, and exceed our stakeholders' expectations, all with the goal of achieving our objectives and building a more sustainable and just future for all.

Finally, we express our deep gratitude to all the strategic partners who have helped us achieve these goals, whether directly or indirectly. We thank our employees, customers, suppliers and other stakeholders. These partnerships have demonstrated that working together enables positive results and contributes significantly to the economic, social and environmental development of the region in which we operate.

Keren Muriel Vargas

Sustainability and Customer
Service Manager





Our business

"We provide a comprehensive overview of our activities and processes, emphasising our commitment to responsible development.

Through this report, we seek to present a clear picture of our strategies, achievements and areas for improvement on our path to sustainability".

129,221

people benefited through the construction and adaptation of access points



GRI: 2-1

Who we are and what we do

Since November 2014, we have been the concessionary company in charge of financing, building, operating, maintaining and preserving the Remedios - Alto de Dolores - Puerto Berrío - Troncal Magdalena road sections in Colombia. Our primary goal is to create a cutting-edge, efficient transportation system that boosts the competitiveness of the country's economy by promoting sustainability and high-quality services across the concession.


We are a subsidiary of ALEATICA, a transportation infrastructure management firm with 20 concessions in Europe and Latin America, including one airport, two ports, 16 motorways, and one light rail line distributed in seven countries: Spain, Italy, the United Kingdom, Mexico, Colombia, Peru and Chile. Founded in 2018, ALEATICA aims to provide safe and sustainable mobility solutions, supported by state-of-the-art technology, anticipating the needs of its customers. At present, ALEATICA is part of the IFM Global Infrastructure Fund, under the management of IFM Investors.



83
Km in
operation



70.3
Km to
be built



4,066
AEPT (Average
Equivalent Paying Traffic)



159
employees





The Autopista Río Magdalena 2 project corridor is located in the departments of Antioquia and Santander. It aims to connect the country's south-west and central-west directly with the Port of Cartagena, and the country's north and Antioquia's northeast with the Troncal del Magdalena Concession through Puerto Berrío. It is projected to become one of the nation's most important transportation corridors.

The complete concession consists of the following functional units:

Geographic location



Functional Unit Description

Functional Unit 1

35.7 km stretch of new roadway to be constructed between the municipalities of Remedios and Vegachí in the Antioquia Department. The construction of a new toll booth in the Remedios municipality's Santa Isabel village is included in the functional unit's scope.

37.5
km under
construction

Functional Unit 2

34.8 km stretch of new roadway construction between the Municipality of Vegachí and Alto de Dolores in the Antioquia Department. The construction of a new toll booth in the municipality of Vegachí is included in the functional unit's scope.

34.8
km under
construction

Functional Unit 3

In the Antioquia Department, a 49 km stretch of existing roadway was renovated, and 33 points were improved between RP 41+059 (Alto de Dolores sector) and RP 90+070 of NR 6206. This stretch of roadway connects the Alto de Dolores sector and the Puerto Berrío Municipality. The RP 84+ 470 Puerto Berrío toll booth is located on this section.

49
km in
operation

Functional Unit 4

34 km stretch of NR 6206 involving the construction of a new 14 km by-pass to the Puerto Berrío Municipality, improvement of 10 km between RP 102+967 and RP 114+048, and the operation and maintenance of 10 km of sections between RP 91+314 and RP 95+197 (Puerto Berrío West Access), and between RP 98+443 and RP 102+967 (Puerto Berrío East Access - Puerto Olaya in the Santander Department). The 1,360-metre viaduct over the Magdalena River was built as part of this functional unit.

34
km in
operation

Headquarters location

Headquarters	Location
Head administrative office	Carrera 17 No. 93-09, Bogota D.C., Colombia.
Operation administrative offices	Carrera 30 No. 29-14 Maceo, Antioquia. Carrera 49 No. 49-16 y 49-22 Vegachí, Antioquia.
OCC	PR 84 +470 Right Margin National Route 6206 - Puerto Berrío Toll Booth



GRI: 2-6

Markets Served

Our road serves Cimitarra Municipality in Santander Department and Puerto Berrío, Maceo, Yalí, Vegachí, and Remedios Municipalities in Antioquia Department.

Our primary client is the National Infrastructure Agency (*Agencia Nacional de Infraestructura*, ANI), a National State Agency of special nature belonging to the decentralised sector of the Executive Branch at the national level, with legal personality, own assets, and administrative, financial, and technical autonomy, attached to the Ministry of Transport, pursuant to Decree 4165 of November 3, 2011. ANI's objective is to plan, coordinate, structure, contract, execute, manage and evaluate concession projects and other forms of Public-Private Partnerships (PPP). It also helps with the design, construction, maintenance, operation, administration, and management of all types of public transportation infrastructure, as well as related goods and services.

The primary reason for ARM's existence is **to satisfy the road customers, who are the direct beneficiaries of the work entrusted to the company.** These include pedestrians, cyclists, motorcyclists, drivers and passengers of vehicles (cars, buses, vans, lorries and trucks), as well as wildlife in our area of influence who use the road on a daily basis.





Corporate Philosophy

We are committed to improving the quality of life for our customers, employees, shareholders, and suppliers, as well as the conditions in our environment. We are dedicated to the development of technological projects to promote sustainable mobility and establish alliances with organisations committed to environmental protection.

Every action we take contributes to creating safe roads. In this way, we strengthen our company's foundations across all our initiatives and projects.

We are a **smart and sustainable mobility company** that safely transports our customers to their destinations.
We are a reliable partner.



Safety First

The health and safety of our stakeholders is and will always be our top priority. Our strategy is based on caring for every customer and every employee who is part of the ARM team.



Social and Environmental Sustainability

We work to improve the environmental and social context in which we operate, promoting human rights, social inclusion and care for the environment.



Service Excellence

We owe our *raison d'être* to people. We put our customers at the centre of everything we do, ensuring their care and well-being. To do so, we implement a systemic and innovative approach to offer a high value-added service, thus strengthening a positive alliance with our customers.



Corporate Integrity

We implement the highest standards of corporate governance and adopt international best practices to ensure transparency, efficiency and integrity. In this way, we guarantee our customers the highest quality in our services.



Passion for the Team

It is thanks to the passion, dedication and commitment of our team that we achieve the expected results and fulfil our company's mission. We remain committed to providing value and care to our employees.



Relevant Figures



In 2023, net operating and other income reached COP \$930.5 billion, marking a notable increase from COP \$708.8 billion in 2022. In addition, investment in assets increased significantly to COP \$3.3484 billion, compared to COP \$2.7178 billion in 2022.

On the other hand, after-tax profit in 2023 was COP \$71.218 billion, a significant increase from COP -\$124.770 billion in 2022. These figures reflect a positive shift in the direction of the financial results over the previous year, from significant losses to a profit.

Total employee remuneration in 2023 reached COP \$9.597 billion, a slight rise from COP \$9.133 billion in 2022, underscoring the importance of human capital for ARM while maintaining our employees' working conditions.

Net Sales (Billion Colombian pesos)

2021	477.9	2022	708.8 ¹
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2023

\$930.5

Asset Investment (Billion Colombian pesos)

2021	1.9854	2022	2.7178 ²
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2023

\$3.3484

Profit After Tax (Million Colombian pesos)

2021	-11.962	2022	-124.770
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2023

\$71.218

Total employee compensation (Million Colombian pesos)

2021	8.997	2022	9.133
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2023

\$9.597

¹ In the 2022 Sustainability Report, we published the net sales figure for the year in question as 708.8 million. The correct figure is 708.8 billion.

² In the 2022 Sustainability Report, we published the Asset Investment figure as 2,717.8 million. The correct figure is 2.7178 billion.



GRI: 201-2, 204-4

Financial results analysis and discussion

In 2023 we reported net income in the financial statements, mainly due to the recognition of revenues from Functional Units 3 and 4, which are already in the Operation and Maintenance phase.

Investment in infrastructure amounted to COP \$485.160 billion, resulting in financial assets of COP \$1.737621 billion and a valuation of COP \$897.319 billion, for a total of COP \$2.634940 billion.

Direct economic value generated and distributed (Colombian pesos)	2021	2022	2023
Direct economic value generated	\$477,976,065,000	\$705,818,026,000	\$920,166,517,000
Distributed economic value	\$8,997,000,000	\$15,031,836,881	\$14,854,198,991
Operating costs	\$349,429,502	\$518,901,189,000	\$531,586,068,000
Profit (or Loss) Before Tax	(\$22,989,461,000)	(\$188,636,727,000)	\$113,029,245,000
Tangible assets other than cash and cash equivalents	\$1,676,884,671,000	\$2,329,518,087,000	\$2,999,855,843,000
Corporate income tax accrued on profits or losses	1.35%	0%	0%





Services Provided

In 2023, we saw an increase in services as Functional Unit 3's building and commissioning processes were completed. Below is a comparison of the services delivered this year vs the previous one.

Annual Traffic

Annual traffic in 2023 was 83,574,204 vehicle-kilometres (veh-km), a large rise from 48,975,990 veh-km in 2021 and 71,793,091 veh-km in 2022. This represents a 41% increase compared to 2021 and a 14% increase compared to 2022, showing a significant increase in traffic during the year. The increase was mostly due to the completion of renovation and intervention processes for 33 specific improvements related to Functional Unit 3 and traffic diversion due to the closure of the Medellín-Bogota highway in March 2023.

Variable	2022	2023
Km in operation	83	83
Average Equivalent Paying Traffic (AEPT)	3,258	4,066
Km under construction	70.3	70.3
Routine maintenance (km)	83	83
Vertical sign cleaning	8,820	10,382
Transverse drainage works cleaning (unit)	3,504	6,530
Longitudinal drainage works cleaning (km-roadway)	434	935
Green areas maintenance (clearing of vegetation, collection and cleaning) m²	2,668,040	4,406,439
Slip removal (m³)	2,421	1,987
Transverse works' clearing channels manual cleaning (m)	17,890	34,107
Metal guardrail cleaning (m)	165,339	128,944
Fallen tree removal (unit)	32	46
Bridge cleaning (unit/month)	88	132
Road corridor operation (km)	83	83
Ambulance Services (unit)	435	474
Mobile car repair truck services (unit)	642	597
Crane services (unit)	1,032 (between heavy and light services)	1,188 (between heavy and light services)
Inspection services (events)	634	1,063



Sustainability Management

GRI: 2-28, 2-23, 2-12 y 2-29

Materiality Analysis

GRI: 2-24, 2-29, 3-1, 3-2 y 3-3

In 2021, we conducted our first Materiality Analysis, which allowed us to identify and assess the most relevant environmental, social and governance (ESG) indicators for ARM. The main objective was to identify the real and potential risks and opportunities that may affect both the operation and our customers and other stakeholders.

This Materiality Analysis was conducted by identifying practices in our operations that promote ethics, transparency, respect for human rights, quality customer service, and environmental and social impact management, while adhering to international standards to ensure that the diagnosis is in line with global best practices. We performed surveys with our stakeholders to gain an initial diagnosis and build an open discussion based on good communication.

In addition, we examined our value chain to identify and mitigate the environmental and social implications of our activities, carefully assessing the primary risks associated with our processes and practices. Finally, we developed a matrix that displays the 36 topics that are relevant to our company, providing a clear framework for action and continual improvement in our pursuit of sustainability and corporate social responsibility.





Materiality Matrix



Material Topic

Material Topic	#
Occupational safety	1
Occupational health	2
Working conditions and working climate	3
Training and Teaching	4
Talent management	5
Diversity, labour equality, inclusion and non-discrimination	6
Family work-life balance	7

Ensure optimal road conditions	8
Emergency Management and Roadside Assistance	9
Operating Model and Operational Continuity	10
Customer service and support	11
IT security and cybersecurity	12
Health risk	13
Manpower linkage	14

Community information and involvement	15
Community training, education and awareness	16
Monitoring and ensuring compliance with human rights	17
Accompanying social and property management	18
Support to institutional management capacity	19
Supplier social assessment	20
Preventive Archaeology	21
Environmental legal compliance	22
Biodiversity	23
Water consumption and discharge	24
Materials and waste	25
Energy Consumption	26
Measuring and reducing carbon footprint	27
Supplier Environmental Assessment	28
Climate risk	29
Proper stakeholder relations and communication	30
Business ethics, anti-corruption and ethical reporting mechanism	31
Risk management	32
Transparency and accountability	33
Regulatory assessment and compliance	34
CSR information management and reporting	35
Structure and governance	36



In the process of identifying topics relevant to our company, **we have prioritised 13 topics that we consider to be fundamental.** We focus on these areas to guide our activities and improve our practices.

A Materiality Analysis is essential to **direct our efforts and resources** towards the areas that impact the project and the environment.

There are **five topics that**, despite not scoring highly on our diagnosis, **we believe are critical to prioritise** in order to achieve our objectives.



Environmental legal compliance



Occupational safety



Ensuring optimal road conditions



Water consumption and discharge



Accompanying social and property



Emergency Management and Roadside Assistance



Risk Management



Working conditions and working climate



Occupational health



Community training, education and awareness



Materials and waste



Monitoring and ensuring compliance with human rights



Business ethics, anti-corruption and reporting mechanisms



Supplier strengthening and evaluation



Gender equality and violence



Climate change risks



Human rights in companies



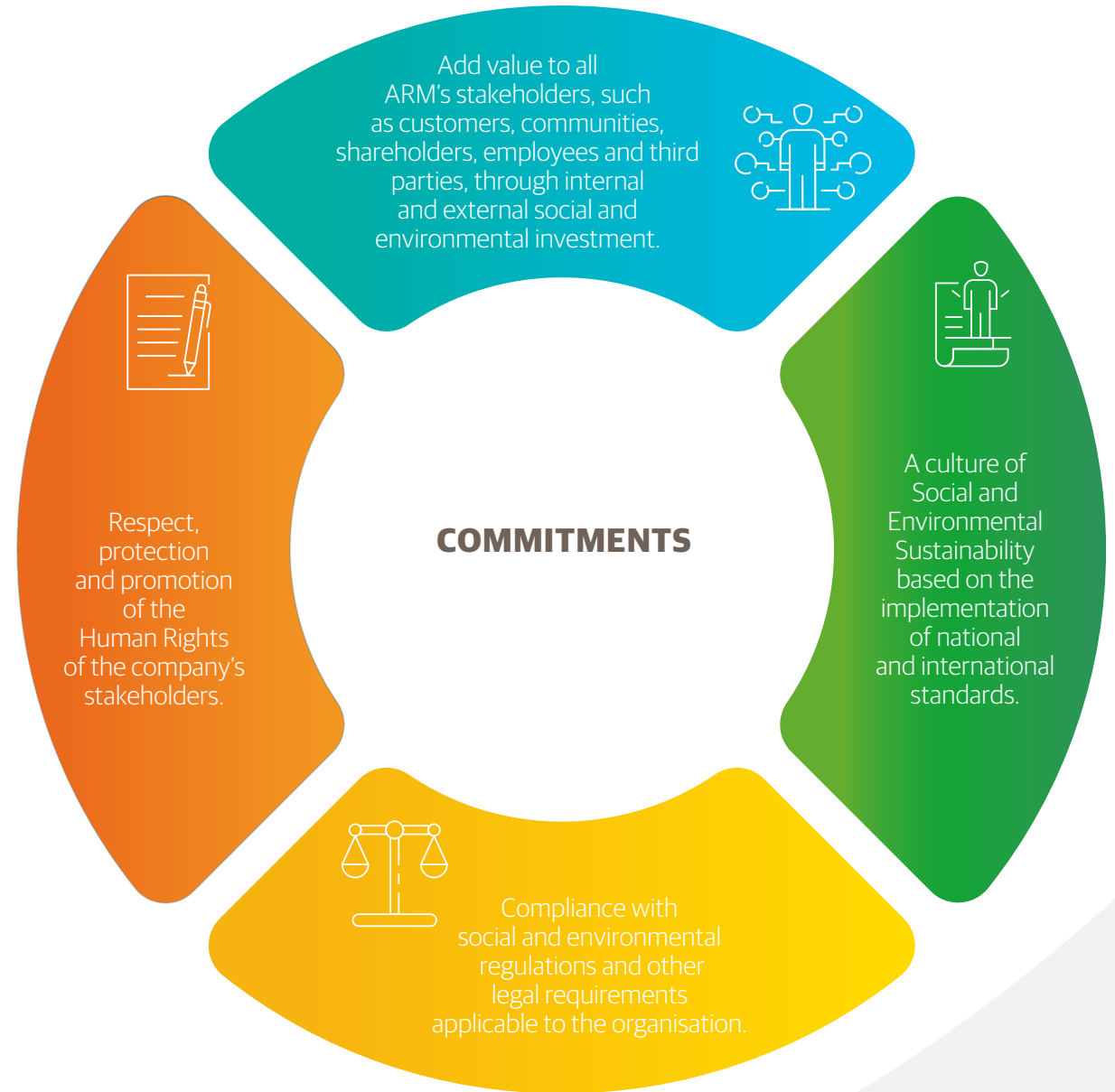
Inclusion of people with disabilities





Sustainability Strategy

ARM's sustainability strategy is based on three key pillars: the international ESG agenda, the Materiality Analysis results, and the needs identified in the territory where we operate. Our Sustainability Policy, among other things, focuses on pledges that aim to have a good social and environmental impact while also benefiting our stakeholders. These commitments are:



Aligned with the global Sustainability Strategy, at ARM we implement the Strategic Sustainability Plan, in accordance with our **Sustainability Policy**.



Sustainable Development Goals

At ARM, we are aligned with the 10 principles of the UN Global Compact, of which ALEATICA has been a member since 2018. These principles focus on topics such as human rights, the environment and anti-corruption. Likewise, we are in line with the 2030 Agenda and its 17 Sustainable Development Goals (SDGs).

We have identified that we currently **contribute to 33 targets under 15 of these Goals:**

Social and property management support programme

1.4

1 NO POVERTY



OCC employees' kitchen garden

2.3

Support and strengthening of productive units

2.4

2 ZERO HUNGER



Occupational Health and Safety System

3.4, 3.5, 3.9, 3.d

Customer Service Program

3.6

Road Culture Programme

3.9, 3.d

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



4.4

Institutional Management Capacity Support Programme
Community information and involvement programmes
Nearby Community Awareness, Education and Training Programme (PCECC in Spanish)

4.7

Customer Service Program
Education and Training Programme for staff involved in the project
Manpower Linkage Programme

5 GENDER EQUALITY



5.5

Community information and involvement programmes

6 CLEAN WATER AND SANITATION



6.1, 6.6

Water protection

8 DECENT WORK AND ECONOMIC GROWTH



8.3

Institutional Management Capacity Support Programme
Strengthening the farmers' community shop
Regional entrepreneurship showcase
Nearby Community Awareness, Education and Training Programme (PCECC in Spanish)

8.6

Education and Training Programme for Staff involved in the Project
Manpower Linkage Programme
Support and strengthening of productive units



9.1

Operation and maintenance

9.3

Strengthening the farmers' community shop
Regional entrepreneurship showcase9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE13 CLIMATE
ACTION

13.1, 13.2, 13.3

Climate change mitigation and adaptation management

10.2

Social and property management support programme

10.7

Community information and involvement programmes

10 REDUCED
INEQUALITIES15 LIFE
ON LAND

15.5

Biodiversity Action Plan
Implementation of Fauna Vial ARM

11.1

Preventive Archaeology Program

11.2

Social and property management support programme
Community information and involvement programmes

11.3

Road Culture Programme

11.4

Strengthening environmental roundtables

11 SUSTAINABLE CITIES
AND COMMUNITIES16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS

16.6

Institutional Management Capacity Support Programme

17 PARTNERSHIPS
FOR THE GOALS

17.17

Strengthening the farmers' community shop
Regional entrepreneurship showcase
Strengthening environmental roundtables

12.4

Circular Economy Strategies

12.5

Waste Management Strategy

12.8

OCC employees' kitchen garden

12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



GRI:2-24, 2-29

External Communication and Digital Presence

We believe that strengthening ARM's communication strategy is essential for our stakeholders to be aware of our operations and the actions implemented to achieve our social, environmental and governance goals, as well as the outcomes of all of ARM's

operational areas. The following are the means of communication used during 2023 within the framework of the Community Information and Participation Programme:



1 brochure produced in 2023, making a total of **10 editions** published since the beginning of the project.



4 "Conéctate al Magdalena" social newsletters, resulting in a total of 29 newsletters during 2023.



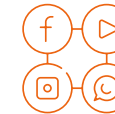
1 institutional video published in 2023, resulting in **8 videos** published since the beginning of the project.



65 leaders reached through the strategy "Un Café con Autopista Río Magdalena".



12 television shows making **84** in total, implementing sign language to promote inclusive communication.



2 new social media platforms (Instagram y LinkedIn) aimed at expanding the communication network.



12 radio shows, totalling **125** broadcasting the project's environmental and social actions, as well as community activities.



1 organic campaign on Facebook that generated 10,894 followers, representing an increase of 29.77% vs. 2022 vs. 2022



4 newsletters in 2023 (12,000 delivered), reaching a total of **29 editions** published since the beginning of the project.



2022

3,124

followers

2023

3,496

followers



2022

8,395

followers

2023

10,894

followers



ARM Policies

To meet the guidelines provided by ALEATICA and to continuously improve our management, ARM is committed to the following policies:



Code of Ethics



Sustainability Policy



Safety Policy



Job Disconnection Policy



Alcohol, Tobacco and Psychoactive Substances Prevention Policy



Safety, Occupational Health, Environment and Quality Integrated Management System Policy



Risk Management Policy



Ethics Human Rights Policy



Human Resources Policy



Service Excellence Policy



Physical and Property Security Policy



Road Safety Policy



Prevention of Harassment at Work



Anti-Corruption Policy



Evaluations

We obtained ISO 9001:2015 certification and followed up with ISO14001:2015 and 45001:2018 through the certifying body BUREAU VERITAS.



We verified our carbon footprint in scopes 1, 2 and 3 for 2022, following the ISO 14064-1:2018 guidelines. This verification was carried out by the certifying entity BUREAU VERITAS.



GRI: 2-28

Partnerships for development

We are constantly looking to improve relationships with our stakeholders and the community surrounding the project, so we currently have the support and collaboration of the following institutions:



Colombian Chamber
of Infrastructure



SERVICIO NACIONAL
DE APRENDIZAJE

National Apprenticeship
Service (SENA).



Chamber of Commerce
of Magdalena Medio and
Northeastern Antioquia





Safety first

GRI: 3-3, 403, 416



"We care for what matters most to us
by constantly improving our employees' occupational health and safety, as well as our customers' road safety, engaging with authorities and emergency services, and optimising our infrastructure to connect with the mobility of the future".

50%

less work-related accidents among employees between 2022 and 2023



Key Achievements

Safety First



0

Fatalities due to
work-related accidents
among employees



0

Fatalities due to
work-related accidents
among contractors



2,612

accumulated hours of specialised
Safety training for employees



632

hours of induction and/or basic
legal courses for contractors



107

traffic accidents, 9% less
than in 2022



Our Approach and Strategy

At Autopista Río Magdalena (ARM), Safety is our main concern. We are committed to consistently improving the health and safety of our staff and customers through a holistic management approach. We work closely with regulatory agencies to foster a culture of safety among our employees, suppliers, and the communities where we operate.

GRI: 403-1

Integrated Management System

Our Integrated Management System (IMS) is designed to handle multiple aspects of the organisation's operations, including occupational health and safety, environmental and quality management. The combination of these three systems has generated many benefits, including:

- Avoiding duplicate efforts.
- Optimising staff time.
- Using resources to effectively implement systems.
- Achieving recertification in a cost-effective manner.
- Reducing audit times.





Statement on the implementation of policies from our parent company, ALEATICA

Autopista Río Magdalena S.A.S. hereby states that the policies established by our parent company, ALEATICA, are implemented in ARM's Integrated Management System, following corporate guidelines and the applicable Colombian regulations.

This process involves integrating a global vision of diverse requirements, aligned with our Integrated Management System, aimed at providing value to our stakeholders

Process Map

ARM has a process map that aligns with the organisational structure and illustrates the mission, support, and strategic processes required to carry out the organisation's mission and vision.





Stakeholders

ARM's stakeholders were identified within the IMS and grouped as follows:

:



Our **Occupational Health and Safety Management System (OHSMS)** is part of our integrated management system and is ARM's guiding framework for safeguarding, preventing and ensuring our employees' health and safety, as well as promoting a safe and healthy working environment.

Our goal is for our employees, suppliers, and contractors to be able to anticipate, recognise, evaluate, and control the risks inherent in their contractual activities. To achieve this, we implemented the OHSMS through a logical process supported by *Isolución* software. This approach is based on continuous improvement and encompasses key aspects such as policy, organisation, planning, implementation, evaluation, auditing and improvement actions, allowing us to effectively manage and control our OHSMS traceability.





Safety, Occupational Health, Environment and Quality Integrated Management Policy

Autopista Río Magdalena, S.A.S. is a company dedicated to providing operational and maintenance services for the Autopista Río Magdalena 2 road project. We are always working to improve our operations, minimise any socio-environmental repercussions, comply with legal and other obligations, and meet the needs of our stakeholders. All of this is backed by the effectiveness of the Integrated Management System, which considers the organisation's context and guarantees sufficient resources are available.

At ARM, we have consolidated occupational health and safety (OHSMS) policies that have been authorised by senior management, allowing us to successfully safeguard our employees' well-being. In this context, our policies cover:

- A.** Safety, occupational health, environment and quality integrated management.
- B.** Alcohol, tobacco and psychoactive substances prevention.
- C.** Workplace harassment prevention.
- D.** Road safety.
- E.** Job disconnection.
- F.** Contractor occupational health and safety policy.

Through these policies, we have set out to:

- Identify hazards, evaluate and assess risks, and implement the necessary controls.
- Comply with applicable national regulations on occupational hazards, environmental and other requirements.
- Completely ban the possession, use and sale of psychoactive substances, tobacco and alcohol.
- Protect all employees' health and safety by continuously improving the Occupational Health and Safety Management System (OHSMS).
- Prevent and reduce road accidents.
- Prevent workplace harassment and intervene in the case it does occur.
- Encourage job disconnection and good resting habits for self-care during non-working hours.

In 2023, we reviewed and updated the Integrated Management System Policies (Safety, Occupational Health, Environment, and Quality Management), in accordance with regulatory requirements.

They are available on our website:

<https://www.autopistamagdalena.com.co/seguridad/>

To do so, Autopista Río Magdalena undertakes to

- 1 Develop strategies to eliminate identified hazards and to assess, evaluate and reduce the risks associated with accidents, incidents and occupational illnesses in order to protect our employees, contractors, subcontractors and other stakeholders.
- 2 Promote initiatives that encourage employees and their representatives to engage and consult on the integrated management system.
- 3 Prevent or control environmental impacts identified by the organisation by promoting efficient management of renewable and non-renewable resources used in the company's internal processes, thereby ensuring environmental protection and pollution reduction.
- 4 Attain high performance levels that ensure service fulfilment for the sake of the business's continuity, while considering strategic direction and context analysis under quality, environment, health, and safety at work standards.



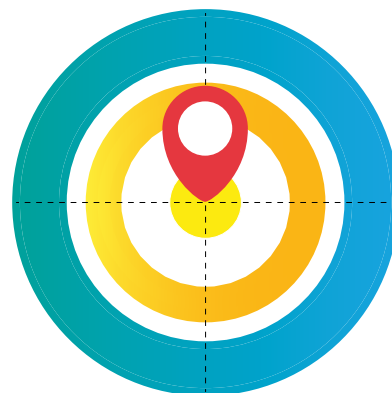
Main milestones of the Integrated Management System (IMS) in 2023

- 1 The Integrated Policy was updated and aligned with the organisation's strategic objectives. It is available to all of our stakeholders via our website <https://www.autopistamagdalena.com.co> under the **Corporate Integrity** tab.
- 2 The goals set for the Integrated Policy were achieved.

Strategic direction and context analysis are considered

It is aligned with the strategic objectives defined by the organisation

IMS Policy



IMS Goals

2023 Compliance

Identify the legal, regulatory and contractual requirements applicable to the operation, defining actions to ensure compliance.

100%

Guarantee the physical, mental and social well-being of employees and other staff involved in our operations.

100%

Guarantee environmental protection, by managing the organisation's environmental impacts.

100%

Maintain and continuously improve the company's integrated management system.

86%

Achieve excellent results in terms of satisfaction metrics.

100%



3 We have **established indicators** for monitoring process performance that are linked to the achievement of the Integrated Policy's objectives. These indicators met the target set in all cases; nevertheless, the contractual process scored 61%, which is below the acceptable level. As a result, a non-conformity is issued in order to investigate root causes and develop an action plan, with the goal of achieving compliance within 2024.

Process Indicators



4 The criteria for measuring the service given during operation and maintenance activities were met throughout the year.



5 We undertook a **verification process with an external company to examine compliance with the legal and other standards applicable** to the management systems that comprise our IMS, utilising a representative sample that demonstrated 100% conformity.

Legal Compliance





83%

of our suppliers are reliable,
according to the performance
measurement survey's criteria.

Key results achieved during 2023



1

work-related
accident with no
sick leave days.



0

environmental
accidents caused by
our activities; those
identified on the road were
promptly addressed.



100%

closure for all findings
revealed through
internal and external
audits, as well as other
sources.

IMS Audits

The audits planned during the reporting period yielded the following results:

AUDIT TYPE	AUDIT GUIDANCE	AUDIT FINDINGS
Integrated Internal	ISO 9001:2015, ISO 14001:2015 e ISO 45001:2018	five (5) areas for improvement two (2) preventive actions five (5) non-conformities
Internal OHS	Decree 1072 of 2015 and Resolution 0312 of 2019	nine (9) areas for improvement one (1) non-conformity
GHG external verification and quantification	ISO 14064:2018 and the GHG Protocol	two (2) non-conformities Five (5) statements were made, which ARM addressed.



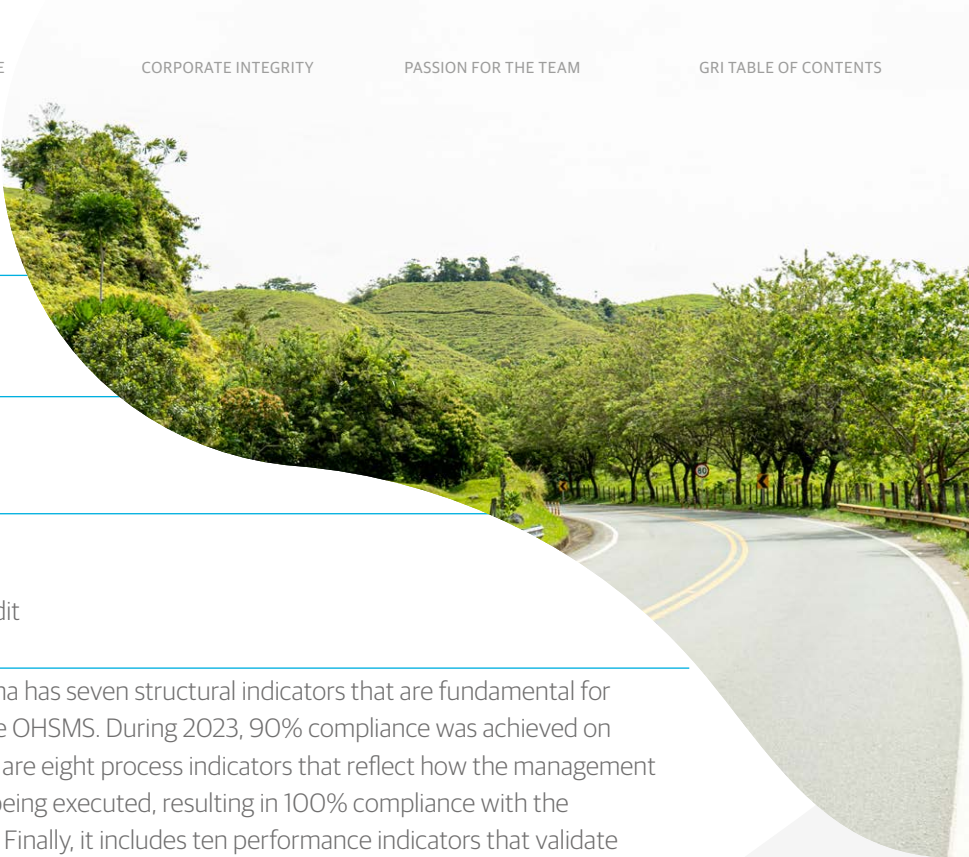
Effective follow-up of the OHSMS

At ARM, we continue to ensure Occupational Health and Safety by closely monitoring our OHSMS and actively contributing to its continual improvement. In this sense, we engage in a range of activities, such as:

OHSMS meetings

COMMITTEE	PERIODICITY	PARTICIPANTS	GOALS
Steering Committee	Monthly	Directors of the different areas and management.	Analyse OHSMS and Road Safety management.
Joint Committee on Occupational Health and Safety	Monthly	Employer and employee representatives	Examine several aspects of the OHSMS standards' promotion and monitoring.
Employee Relations Committee	Quarterly	Employer and employee representatives	Address measures taken to manage psychosocial risks or alleged workplace harassment that may develop inside the organisation.
Safety Tour	Every four months	Management and process directors	Hold dynamic discussions with various teams from the operational and administrative areas on the different corporate pillars and explore relevant aspects to continuously improve our OHSMS.

Autopista Río Magdalena **prioritises occupational health and safety**, recognising that a safe working environment **fosters employee well-being and success.**



OHSMS Reports

REPORT TYPE



Unsafe acts and conditions report (Near Miss)



Report to the Ministry of Labour



Internal and external audits



OHSMS Indicators



Hazard and Risk Management



OHSMS Review

PURPOSE

Reporting unsafe acts or conditions that employees notice while performing their duties.

Annually assessing the OHSMS implementation level.

Conducting internal and external audits to monitor the Integrated Management System and find opportunities for ongoing improvement.

Assessing the OHSMS structure, process and results.

Assessing the probability and severity of risks throughout the project's many processes using the hazard identification matrix, risk assessment, and control identification and evaluation.

- Validating the performance and compliance status of the OHSMS policy and goals.
- Examining the structure and process of occupational health and safety management.
- This report is led by Management and reviewed annually.

RESULTS

53 Received
53 Managed
0 Open

100% Compliance

Two (2) internal audits
One (1) certification audit

Autopista Río Magdalena has seven structural indicators that are fundamental for the development of the OHSMS. During 2023, 90% compliance was achieved on these indicators. There are eight process indicators that reflect how the management system's activities are being executed, resulting in 100% compliance with the programmed activities. Finally, it includes ten performance indicators that validate the effectiveness of the management system's activities, reaching 100% of the year's targets and attaining the system's objectives for 2023.

The hazards and risks associated with each position have been identified. The most significant risks arising from the activities covered by the contract are road safety conditions, traffic accidents and mechanical risk.

As a result of the review, one OHSMS preventive action was taken. This plan focuses on three main priorities: reducing road accidents, maintaining the downward trend in occupational accidents, and advancing the implementation of the Bradley™ Curve.



Sustainability Week

In 2023, we held the Sustainability Week, highlighting the “Safety First” and “Social and Environmental Sustainability” pillars, as well as topics related to our integrated management system. For a whole week we held training sessions, awareness-raising talks, games, challenges and our corporate volunteering. All of these initiatives aimed to promote a culture of self-care, awareness of environmental protection, and ongoing process improvement.

These activities took place from July 24 to 28, 2023.

RECOPILA Campaign

Home Composting

Stand Up Comedy – Order and Cleanliness

The documentation path

Play and Win for Y our Safety Contest

Driver Training

Destination Therapy

Get to Know our Project's Wildlife

Healthy Lifestyles - Virtual Reality-OCC/Light Vehicle

“La Brancibra” Ravine Clean-up Volunteering.

Rio Magdalena ladder game - operation and maintenance

Massage Session/“Relax, your best bet”

Shape your PPE

Volunteering - Books that change realities

Sustainable Challenge (play stations)

Sketch on correct waste sorting

The activities provided **all employees** with new experiences and reflective learning, **reaching a 90% participation rate.**





In 2023, we continued to promote the different initiatives envisaged in the 2023 Safety Business Plan, framed by the following:



Video

Safety Squad

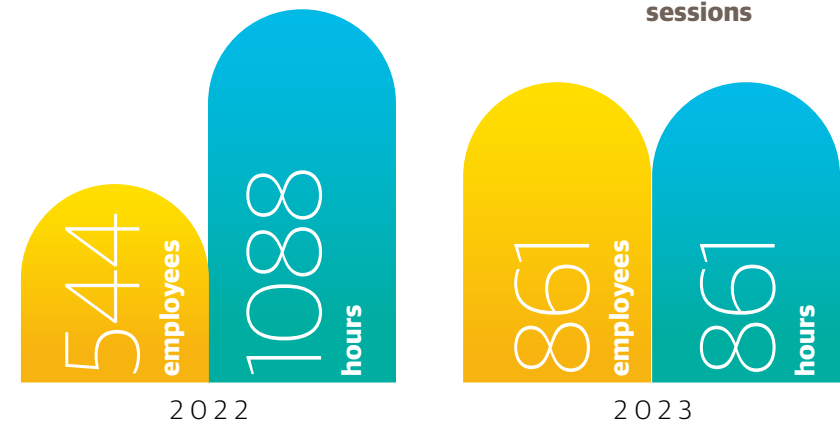
Since 2022, the Safety Squad has served as an efficient communication tool for operations staff. This approach has involved creating security training materials that are more accessible and understandable.

The content is distributed via comics, videos, and other graphic media. **During 2023, ARM launched 17 videos for administrative and operations staff,** together with supporting material.

Job Hazard Assessment (JHA)

The JHA project is mostly based on safety training for risks and daily operations, as well as the identification of new risks linked with employee functions..

 **12**
accumulated
sessions

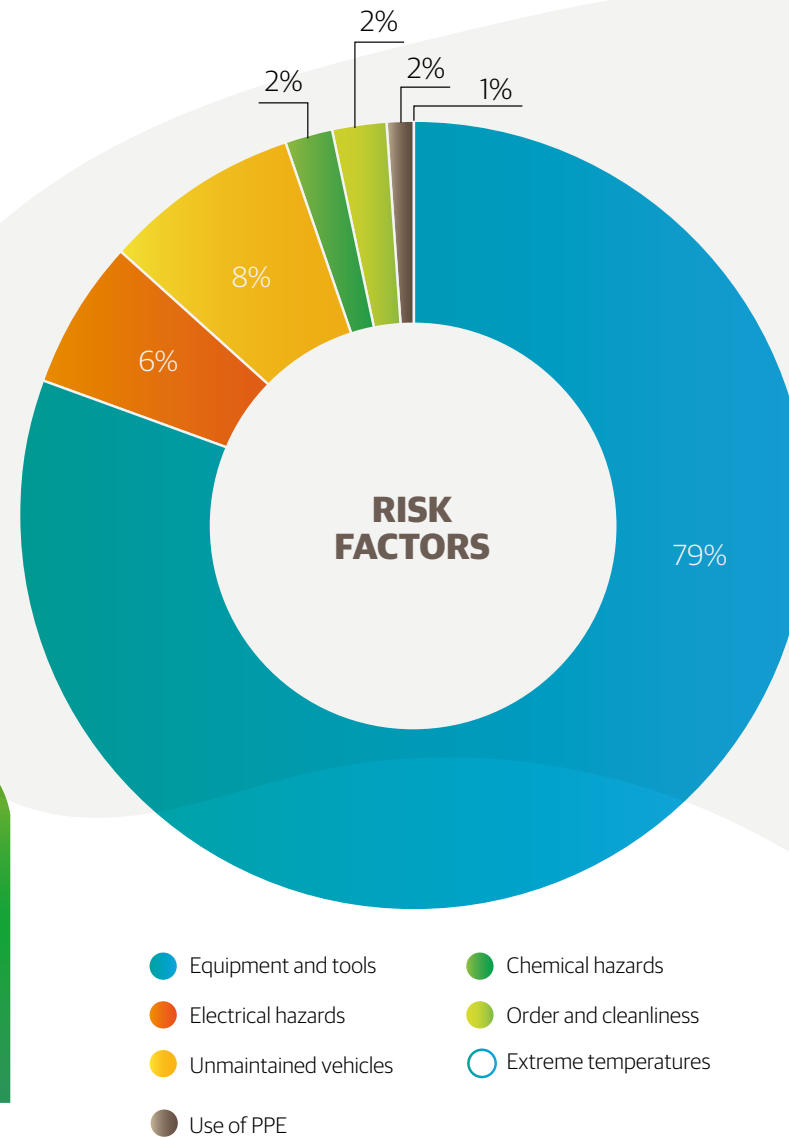
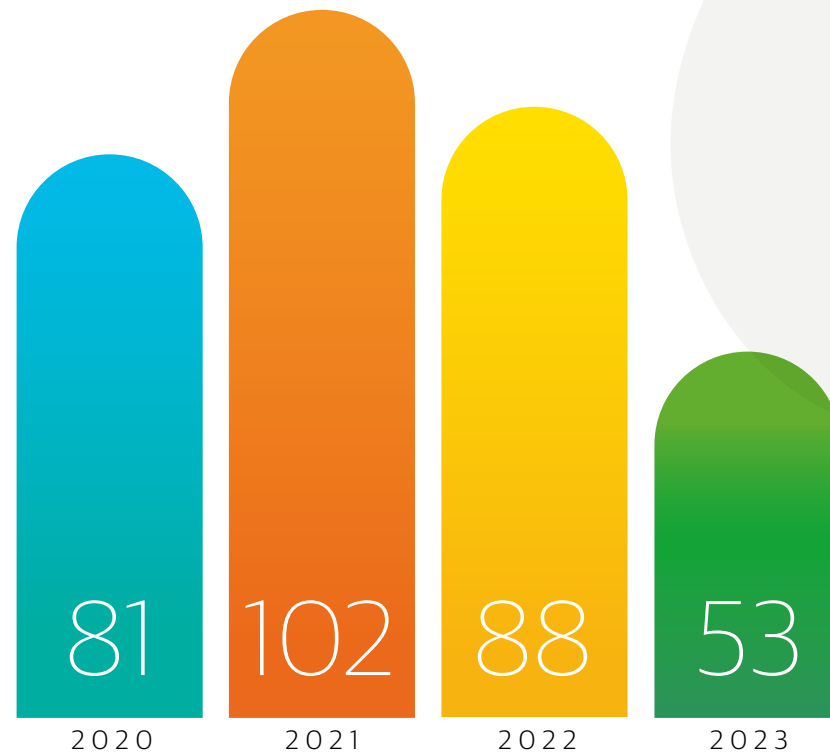




Near Miss

The Near Miss project was implemented through the ALEATICA Safety Reporting (ASR) digital platform. This has been an essential step forward in the cultural change we want to achieve in terms of Health and Safety. The main objective of this project is to internalise the identification of unsafe acts and conditions, which, if left unaddressed, could in the future materialise into an incident or accident at work.

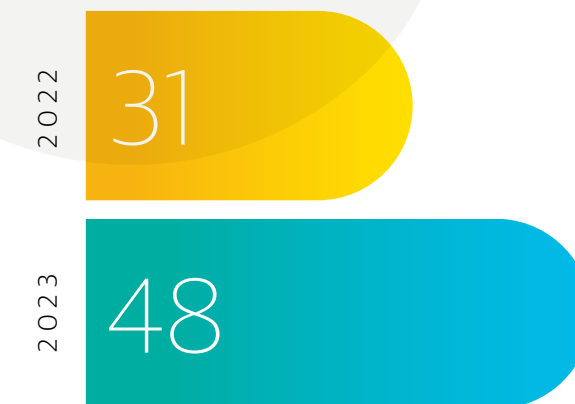
At ARM, we report on a monthly basis all unsafe acts and conditions that endanger staff while performing their duties. Potential causes are analysed for each report, and an action plan for closure is determined. The statistics by year are shown below. All 2023 Near Miss reports have been categorised as low potential and processed for closure.



Safety Mentors

Safety Mentors, which was also launched in 2022, consists of training mentors who will accompany new employees joining the company on their first days of work, in order to provide them with basic safety instruction while performing their duties. This accompaniment gives them information about the importance of the different corporate pillars, particularly "Safety First", the Near Miss process and how to report it using digital devices, the JHA and how to do their jobs safely, among other Safety topics.

Employees participating in Safety Mentors





Stop Cards

Safety Stop Cards are a tool designed **to assess behaviour by monitoring activities controlled by safety standards.** If the appropriate safety precautions are not followed during any activity, the activity is halted (Stop Cards) as needed. This campaign highlights good occupational health and safety (OHS) practices undertaken by staff members, and selected personnel receive an incentive.

During 2023, **120 behavioural monitoring activities** were carried out during operation. No Stop Cards were required to be executed, reflecting the team's commitment and dedication.

Safety Tours

Management, the heads of Operations and Maintenance, Sustainability, and the person in charge of Occupational Health and Safety, conduct a **tour or hold several meetings with operational and administrative staff.** During this activity, OHS-related topics are discussed, with a focus on the identified best practices and the progress made. This space is also used to listen to employees' concerns and suggestions.

In 2023, two (2) Safety Tours were held, one in April and the other in September. During these tours, we emphasised the importance of our "Safety First" pillar, which includes self-care, procedure adherence, main hazards during operational and maintenance tasks, and the significance of Job Hazard Assessment (JHA) initiatives and Near Miss reporting.



Hazard identification, risk assessment, and incident investigations

We used the **Hazard Identification, Risk Assessment, Controls Determination, and Evaluation Procedure** (SGI-PR-018) to develop a systematic approach to identifying risks associated with both every day and exceptional activities. These risks are consolidated, prioritised and managed in the Hazard Identification, Risk Assessment, Controls Determination and Evaluation Procedure (SGI-MT-004) Matrix. As evidence of our commitment to safety, employees are actively involved in the creation of this matrix through a survey.

In November 2023, 124 employees participated in a hazard identification survey, which yielded the following results:

- Employees agree that it is critical **critical to conduct play-based training and awareness-raising initiatives** to reduce environmental risks and impacts.
- It is important to use the survey data as input for constantly enhancing the **Integrated Management System**.
- ARM should **follow up on the priority risks identified** through **prevention and promotion, training and inspection activities**, among others, as needed.
- **The efforts designed to reduce public risk and traffic accidents** should be expanded to avoid accidents and work-related incidents from occurring.

Procedures for investigating road incidents, accidents, illnesses and disasters are carried out through the SGI-PR-009, following this process:

1

Setting up the research team

2

Analysing the causes that led to the event

3

Using the ALEATICA SAFETY REPORT-ASR platform to manage research-related information*

In 2023, there was one accident with minor consequences, resulting in no sick leave days. During the examination of this event, three action plans were developed, which were publicised and completed within the same year. The results reflect our strong commitment to our "Safety First" corporate pillar, as **we met the objectives and targets outlined in our policy for the period**.

*This includes notification, initial reporting, the investigation process, action planning and case closure.



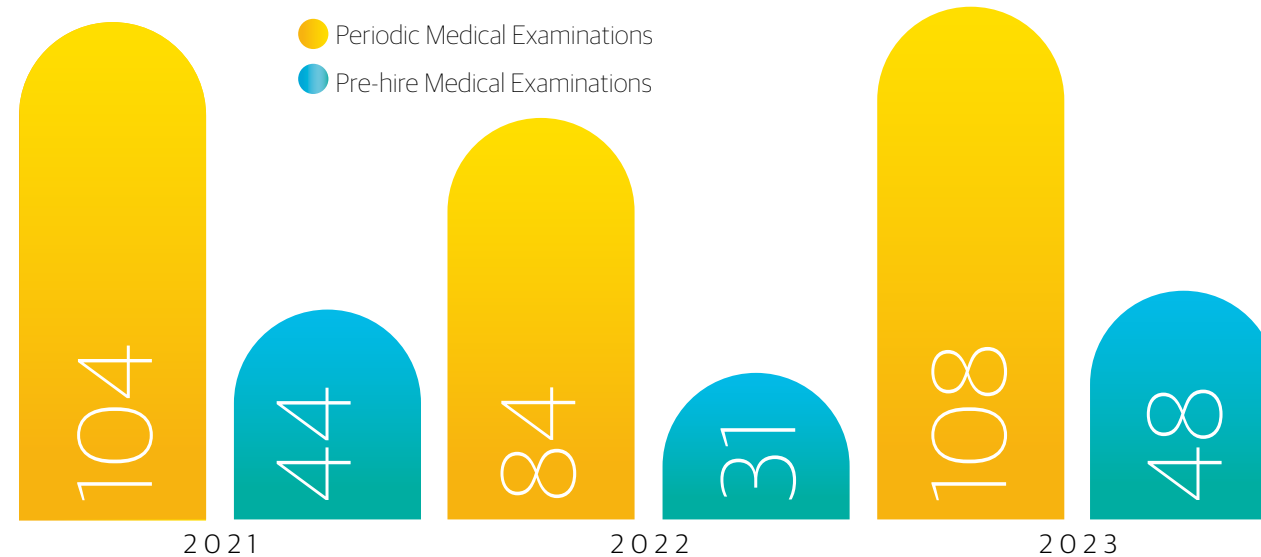


GRI: 403-3

Occupational health services

At ARM, we take care of our employees' health with the **VOccupational Medical Examination Assessment, Evaluation, and Follow-up procedure SGI-PR-004**.

Occupational Medical Examinations



Between 2022 and 2023, periodic employee examinations increased by 28.57%, while pre-hire examinations increased by 54.83%. The above variation is mostly due to two main elements: i. Staff turnover of 32 employees; ii. ARM encourages internal promotion within departments. iii. During this period, nine employees were promoted, which implies the completion of new exams due to the change in position.

Similarly, as part of our commitment to our employees' health, we monitor health conditions by implementing Epidemiological Surveillance Programmes (ESP), which focus on the prevention of work-related illnesses:

- **Healthy Lifestyles ESP:** In 2023, the Healthy Lifestyles Programme and the Visual Conservation and Cardiovascular Risk Prevention Programmes ran campaigns promoting healthy habits (tobacco and alcohol consumption, healthy eating, physical activity), arterial screening (blood pressure control, body mass index, family history), gym membership benefits, fruit Thursdays, and Visual Active Breaks.
- **Noise-induced Sensorineural Hearing Loss ESP:** The programme was updated in 2023 to include Occupational Risk Assessments, Staff Training and Education, Case and Exposure Group Identification,

Confirmatory Audiometry, and occupational and extra-occupational medical recommendations.

- **Musculoskeletal Disorders ESP:** The programme was updated in 2023 to include Occupational Risk Assessment, Staff Training and Education, Workstation Surveys at employee's homes in Bogotá, Directed Active Breaks, and Pre-hire and Periodic Medical Examinations.
- **Pneumoconiosis ESP:** in 2023, we conducted Occupational Risk Assessments, Staff Training and Education, Case and Exposure Group Identification, Hygiene Measurement Analysis and Occupational Medical Recommendations.
- **Psychosocial Risk Management:** In 2023, several activities were implemented within the framework of the Employee Relations Committee. These included occupational risk advice, intervention in cases of work-related stress, staff training and education, support to the Employee Relations Committee, and intervention in the action plan based on the findings of the psychosocial risk analysis.





GRI: 403-4

Employee involvement, consultation and communication on occupational health and safety

At ARM, we have communication, participation, consultation, and awareness-raising methods in place to guarantee that information is communicated clearly, on time, and accurately to our employees, contractors, and stakeholders. We

seek to ensure the effective reception of information by managing the flow of internal and external communications through the following mechanisms:

Description

Isolución: software where all IMS documents are disclosed.

sent to: comunicaciones@autopistamagdalena.com.co

Comunicaciones

Our **YouTube channel "Conéctate al Magdalena"** provides updates on the project's development and initiatives. Comments, suggestions and concerns can be

In the case of auditing and regulatory bodies, communications are managed through the **Orfeo platform**.

Employee participation is recorded in the **Near Miss Report through the ALEATICA Safety Report (ASR) platform**.

Employees **identify hazards and environmental aspects and impacts** through an annual online survey.

The **ALEATICA GO!** application allows employees with corporate emails to **view documents and applications from the head office**.

Contractors participate through **committees**, where findings are reported on a weekly or bi-annual basis, depending on the type of contractor. Significant progress is also submitted to the IMS, and monthly reports are delivered via email.

Other communication channels where employees participate include:

- In accident and incident investigation processes.
- At events such as trainings, inductions, re-inductions, campaigns or the Sustainability Week.
- In safety inspections.
- In annual audits.
- Occupational Health and Safety Joint Committee (*Comité de Paritario de Seguridad y Salud en el Trabajo, COPASST*).
- Employee Relations Committee (*Comité de Convivencia Laboral, COCOLA*).
- Road Safety Committee.
- Emergency drills.
- Potential conflicts of interest or issues related to the code of ethics and conduct can be reported through the **I CARE Ethics Line** or the **WorkPlace** platform.

Participation and consultation

Awareness

Different events such as training sessions, meetings or talks can be publicised through the **WorkPlace** platform, which also allows for posting comments, announcements, information campaigns and any other messages that the Business Units consider necessary.

All matters related to our "Safety First" corporate pillar and the IMS are also communicated through trainings, inductions, re-inductions, campaigns or the Sustainability Week.

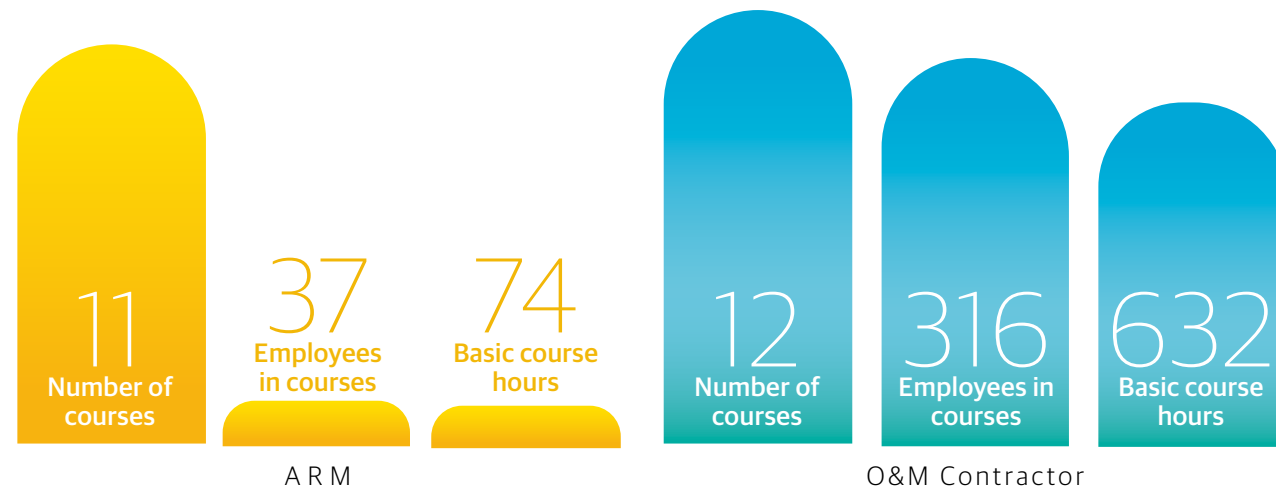


GRI: 403-5

Training employees on occupational health and safety

Employees, contractors and other stakeholders participate in the Training Programme SGI-PG-003, which outlines guidelines for induction and re-induction. Through it, we ensure quality, environmental, road safety and occupational health and safety knowledge. We use the Training Needs Matrix (SGI-MT-009) to structure topics based on labour competencies, and the training schedule is managed and monitored using the Isolución platform, ensuring that the training process is aligned with the IMS objectives.

2023 Induction and re-induction coverage



ARM employee training coverage



Highlights of activities carried out during this period include: Workplace Harassment Campaign, Basic First Aid, Comprehensive Leader Observation, Stress Management Campaign, Near Miss Reporting Campaign, Conflict Management and Skills, Safe Working in Confined Spaces, Chemical Substance Labelling, Fire Extinguisher Handling, Cardiovascular Risk Prevention, Road Controllers, Psychoactive Substances Campaign, Assertive Communication, Load Handling and Movements, Working at Heights and Active Breaks, among others.





GRI: 403-6

Promoting employee health

Our employees have access to medical and health care services through Health Care Providers (HCP), who are responsible for providing occupational medical examinations at hire, as well as periodic, retirement, and post-sick leave examinations.

Our **preventive and occupational medicine** programmes assist us in preventing potential cases of occupational illness.

ARM's Return to Work Procedure GI-PG-001 is designed to assist employees in returning to work in conditions that promote their functional and emotional well-being. In 2023, three (3) employees were given follow-up using the Work reinstatement, reincorporation, follow-up and adaptation SGI-FR-060 format.



GRI: 403-7, 403-8

Preventing and mitigating the implications of occupational health and safety on business relationships

For ARM, our suppliers' and contractors' safety is paramount. Our Occupational Health and Safety System provides controls for all direct and indirect workers across all of our operations.

ARM has different strategies in place during the development stages of the contractual relationship with all of its contractors:

Before the contractual relationship:

- 1 A preliminary evaluation of the contractors' OHSMS documentation is performed to ensure that they have an OHSMS in place, resulting in a Safety certificate indicating that the contract between the parties can continue.
- 2 The contract draft includes safety obligations and conditions that contractors must meet, ensuring that they are followed during the contract's execution.
- 3 To ensure that the contract's operations are carried out in accordance with the processes and regulations defined by ARM, the contractor is requested to provide a contractor safety plan, which is examined and authorised by ALEATICA's Safety Control Group.

4 Contractors must follow the **OHSMS Manual** when executing the contract, which includes sound Quality, Environment, and Occupational Health and Safety (OHS) criteria. This document marks as an obligation to ensure compliance with our internal requirements, as well as with labour, legal, environmental and quality regulations while executing the work or the responsibilities entrusted.

5 Our Safety Assistants team conducts regular on-site inspections and audits of all of our contractors to ensure compliance with safety standards and procedures.

6 To ensure compliance with NTC ISO 9001:2015, NTC ISO 14001:2015, NTC ISO 45001:2018, and Decree 1072 of 2015, contractor monitoring committees are held every six months.



All our employees and contractors' workers are covered by our OHSMS.



GRI: 403-9

Work-related injuries

The risk factors to which our employees and contractors were exposed in 2023 that resulted in occupational accidents are connected with:

ARM Employees

Category

Safety conditions

Hazard

Location-based

Site Contractors

Category

Safety conditions

Hazard

Mechanic
Location-based

Biomechanical

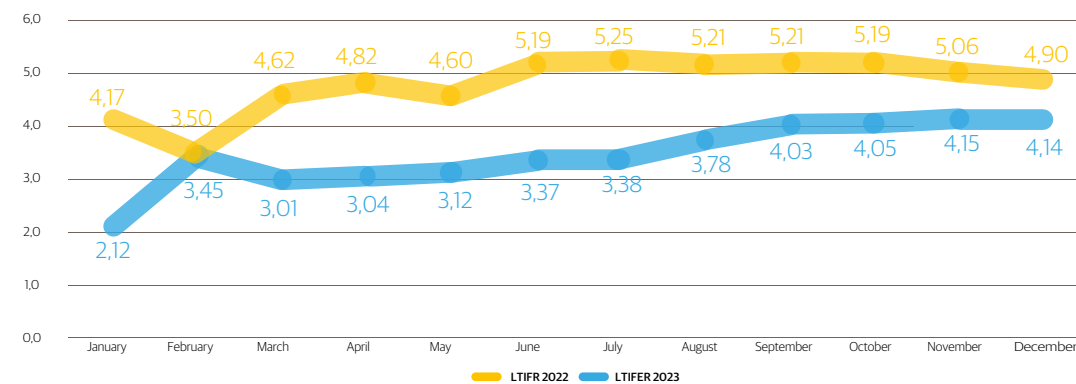
Overexertion

Chemical

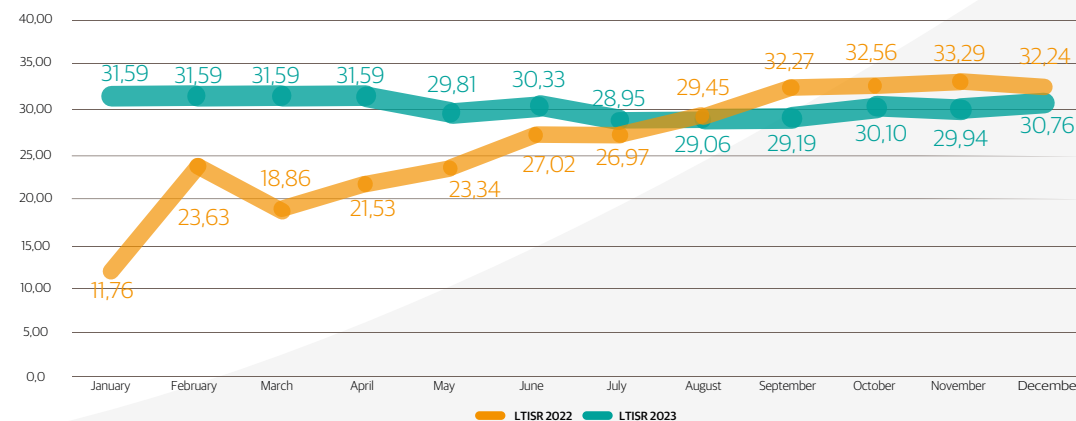
Particle projection

The Lost Time Injury Frequency Rate (LTIFR) was successfully lowered from a reported 4.8 to 4.1 in 2023 thanks to continued implementation and application of innovative interventions in Functional Units 1 and 2. In contrast, the Lost Time Injury Severity Rate (LTISR) had a slight increase. This indicator stood at 30.7 in 2022 and 32.2 in 2023. This reflects a lower frequency of accidents, but with a slightly higher severity.

LTIFR 2023 vs LTIFR 2022 construction contractors



LTISR 2023 vs LTISR 2022 construction contractors





The following are the figures for work-related injuries during 2023:

Injuries due to work-related accidents among ARM employees

ARM WORK-RELATED INJURIES	2021	2022	2023
Deaths resulting from work-related injuries	0	0	0
Major work-related injuries (not including deaths)	0	0	0
Recordable work-related injuries	1	2	1
Total hours worked	434,911	457,638	613,019

While there was only a 50% reduction in accident rates compared to 2022, it is also important to note that in 2023 there was an increase in person-hours worked.

Contractors' work-related injuries

CONTRACTORS	2021	2022	2023
Deaths resulting from work-related injuries	0	2	0
Major work-related injuries (not including deaths)	0	9	4
Recordable work-related injuries	84	220	162
Total hours worked	6,378,574	8,848,172	8,115,329

For ARM's direct employees, work-related accidents decreased by 50% in 2023; for **contractors' employees**, the decline was **26.36%** between 2022 and 2023.



GRI: 403-10

Work-related ill health

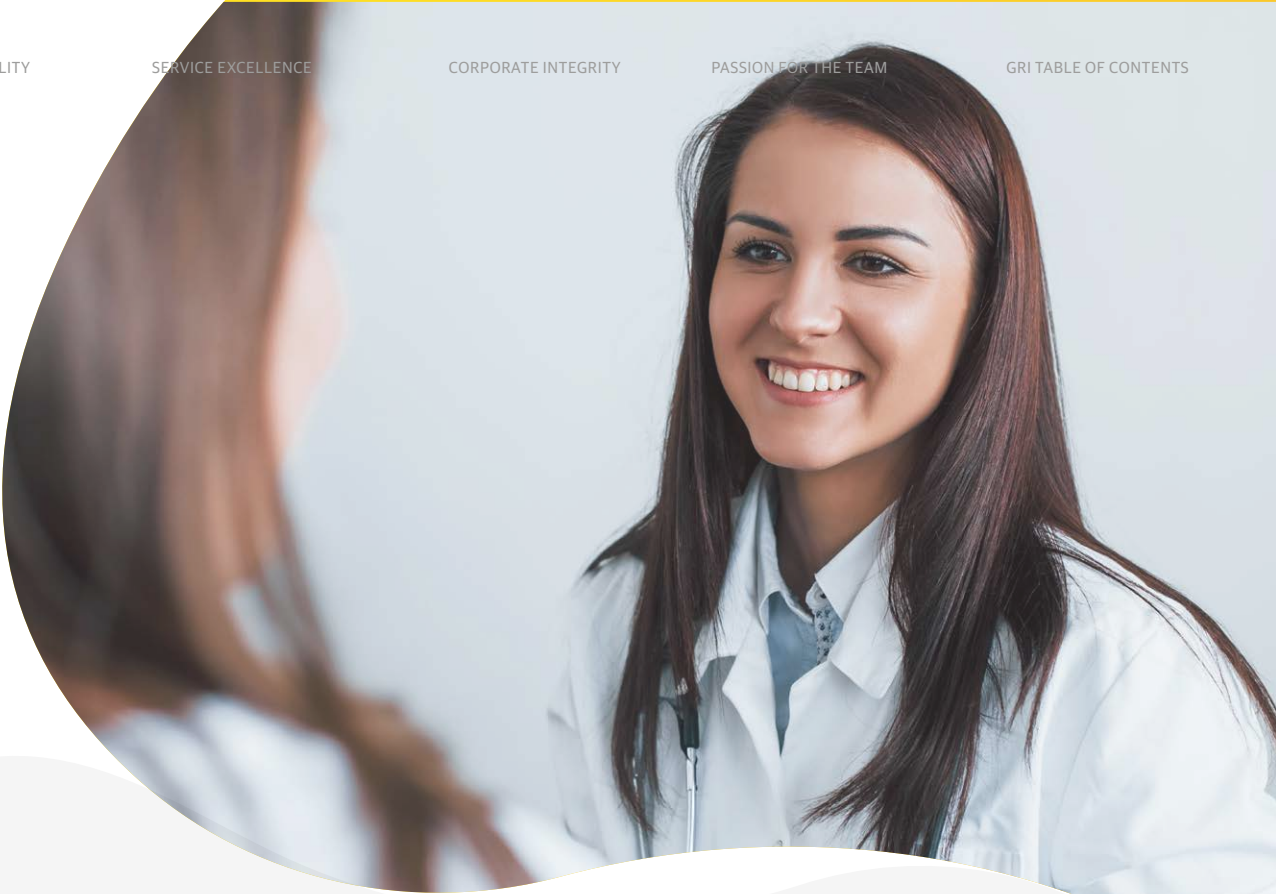
There were no instances of occupational illnesses among our contractors or direct employees in 2023.

Work-related illnesses among ARM employees

ARM	2021	2022	2023
Number of deaths resulting from work-related illnesses or diseases	0	1	0
Number of cases of recordable work-related illnesses and diseases	0	1	0

Work-related illnesses among contractors

Contractors	2021	2022	2023
Number of deaths resulting from work-related illnesses or diseases	0	0	0
Number of cases of recordable work-related illnesses and diseases	0	0	0



In 2022, an Autopista Río Magdalena employee (RIP) reported a work-related illness. In 2023, the Ministry of Labour conducted a preliminary investigation into ARM due to a report of a fatal event for alleged work-related illness, specifically pneumoconiosis attributed to other silica-containing dust. Following an analysis, the law firm decided to close the case upon proving compliance with the relevant requirements outlined in the Occupational Health and Safety Management System (OHSMS). As a result, there were no reasons to pursue administrative sanctions against ARM and ARL Sura,

and the administrative investigation was concluded. ARM further underlines that there was no exposure to any of these elements that could have caused such a work-related disease to the deceased employee. It should be noted that the duties performed by the employee mainly involved risks related to mechanical and road safety factors, which reinforces the company's assertion that there was no exposure to the abovementioned agent.



GRI: 3-3 y 403-7

Safety for our customers

The excellent condition of the road allows us to provide a safe and comfortable journey for our customers. Our constant search for optimising mobility and increasing customer satisfaction leads us to carry out different actions that lessen the severity of road accidents.

One of the primary challenges we face is the absence of an agreement with the Colombian National Police Transit and Transport Directorate (Dirección de Tránsito y Transporte, DITRA). We recognise that this shortcoming impairs thorough and appropriate checks on the many road traffic players, which in turn hampers the promotion of road safety awareness. Despite this, in 2023, we undertook road campaigns in coordination with other governmental entities such as the Colombian National Army, as detailed below in this document.

We protect and care for our
customers and employees



We are devoted to consistently increasing the safety of our customers, staff, and suppliers. We seek to create a culture of safety among our different stakeholders and the communities where we operate.

Our **Road Safety System** optimises our operation through the following guidelines:

The quality of our infrastructure and equipment.

The clarity and importance of our signage.

The quick response of first responders.

The nature of our corporate culture and our employees' behaviour.

The protection of vulnerable customers and employees.

The speed and conditions under which customers can use our infrastructure.



We have a **Computerised Accounting and Control System (CACS)** that allows us to gather data, analyse statistics, and conduct road safety evaluations. Similarly, along the road corridor, we conduct road inspections and implement control measures at strategic spots, using machinery such as cranes and ambulances to deliver the service.

Road safety tips for drivers and pedestrians



1. Look after 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 the road.



3. If you can't see far enough, don't overtake

Be patient; only overtake when you are totally certain and in the permitted areas.



4. Always focus 100% on the road

When driving, forget about your mobile phone, GPS, radio, and eating or drinking while behind the wheel. Your eyes should always be on the road and its surroundings.



5. Everyone buckled up and safe, always

Safety belts save lives; drivers and passengers must always wear them.



6. If you've had a drink, don't drive

Avoid drinking alcohol while driving and maintain your complete attention and reflexes.



Road Culture Programme

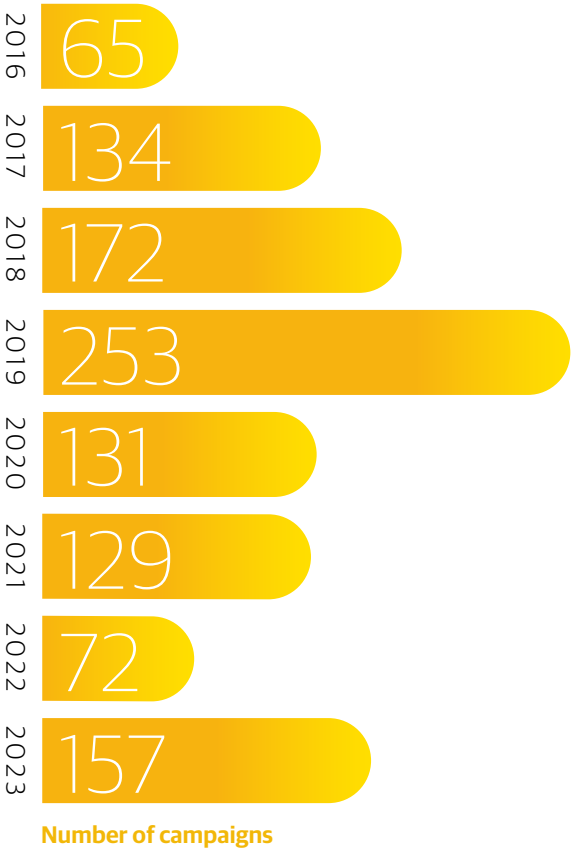
Our Road Culture Programme focuses on **training and raising awareness among road customers and communities** in the project's area of influence, including children and adolescents, who will be the future customers of the roadway. We seek to promote a culture of responsible behaviour on our road. To this end, we conducted different training activities aimed at all our stakeholders in order to promote road safety awareness.



Road safety campaigns

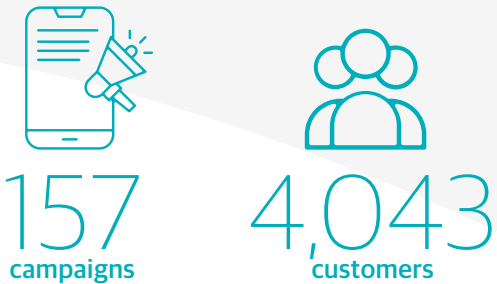
Our safety campaigns aim to raise awareness and encourage responsible driving among road customers. We developed these campaigns together with the Operations and Sustainability Areas, supported by the Colombian National Army.

Below are the road safety campaigns conducted between 2016 and 2023:



Road campaigns

In 2023:



The table below displays the breakdown of all ARM campaigns involving priority focus groups, highlighting the overall results from 2016 to the present day. It is worth mentioning that participation has increased in the majority of the campaigns:

Educational institutional campaigns

YEAR	NUMBER OF CAMPAIGNS	NUMBER 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
2023	38	858
TOTAL	206	6,635

Lifeguard campaigns

YEAR	NUMBER OF CAMPAIGNS	NUMBER OF PARTICIPANTS
2019	29	275
2020	4	48
2021	0	0
2022	22	128
2023	6	116
TOTAL	61	567





Community campaigns

YEAR	NUMBER OF CAMPAIGNS	NUMBER OF PARTICIPANTS
2016	6	96
2017	37	448
2018	45	949
2019	35	519
2020	22	457
2021	2	57
2022	12	338
2023	11	457
TOTAL	170	3,321

Guild campaigns

YEAR	NUMBER OF CAMPAIGNS	NUMBER OF PARTICIPANTS
2016	4	118
2017	24	505
2018	37	686
2019	50	696
2020	25	189
2021	10	124
2022	42	1,272
2023	38	1,161
TOTAL	230	5,751

Autopista Río Magdalena has reaffirmed its commitment to road safety with creative campaigns using virtual reality (VR) to improve awareness among customers. These campaigns allow drivers to experience real driving situations through immersive simulations, highlighting potential hazards and promoting safe driving practices.

Throughout the year, four road safety campaigns were carried out in close collaboration with the Operations Department, the road police, and the army. These initiatives, which were strategically positioned along the highway, succeeded in raising awareness among 740 people about the importance of road safety. Participants had the opportunity to experience first-hand the consequences of hazardous behaviours such as mobile phone use while driving, speeding and drink-driving, all in a controlled and safe environment provided by VR technology.

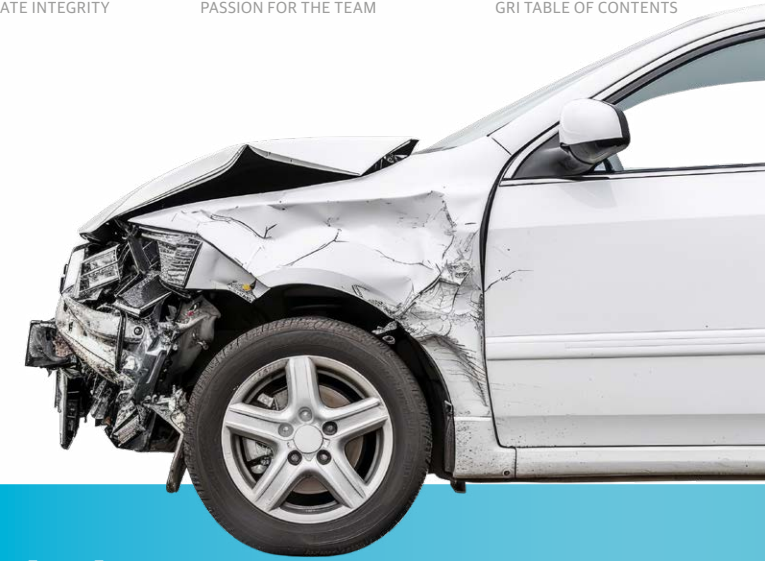
At Autopista Río Magdalena, we believe that road safety is everyone's responsibility, and we will continue to implement advanced technologies and strategic partnerships to improve the safety and well-being of all of our infrastructure customers.





Road safety strategies

ARM has implemented the **Accident Reduction Programme (ARP)**, which consists of two basic recommendations and has allowed us to achieve 94% compliance with the Programme's objectives. ARM is constantly seeking to implement effective initiatives to reduce the accident rate.



Road Factor

In 2023, infrastructure represented the most significant investment factor. Most of the infrastructure-related investments are associated with contracts for the supply of vehicle restraint elements and devices (transverse alert strips, speed radars and traffic lights) for reducing speed at critical accident spots. Furthermore, to gain both an internal and external perspective, it was critical to have the support of external consultancies, such as the one contracted to carry out the International Road Assessment Programme (IRAP) studies in 2021, from which countermeasures to improve vehicle restraint systems in 2023 were developed.

This guideline includes several actions that contribute to the purpose of the Accident Reduction Programme (ARP):

- 1 Installation of vertical signage
- 2 Implementation of impact attenuator terminals
- 3 Transverse alert strips
- 4 Speed deterrent radars
- 5 Flashing traffic lights

Vehicle-Customer Factor

For ARM, it is **essential to prioritise both the customer and the vehicle when implementing the Accident Reduction Programme (ARP)**. This is why we continuously strive to maintain the road in the best possible condition, as well as to constantly monitor and evaluate potential hazards or errors and mitigate them. Actions to achieve this included the installation of weighing areas for cargo vehicles and the use of variable message boards, road signs, radio spots, information leaflets, surveys and road safety campaigns.

ARM hires specialised companies to investigate accidents in the road corridor. The aim is **to identify possible causes and reduce the likelihood of future incidents** by implementing additional infrastructure measures in the area of operation.



Accident rate

Below are the accidents that occurred in UF 3 and UF 4 between 2016 and 2023:



ACCIDENT RATE	2016	2017	2018	2019	2020	2021	2022	2023
Car Flow	534,015	547,480	595,250	627,328	536,436	699,657	864,977	994,931
Total accidents (with and without casualties)	179	137	69	92	53	89	117	107
Motorbike accidents	104	79	27	56	36	67	94	69
Motorbike accidents as % of total	58.1%	57.7%	39.1%	60.9%	67.9%	75.3%	80.3%	64%
Deceased	3	6	3	5	1	4	3	12
Seriously injured	14	12	9	9	2	3	21	45
Accident rate percentage (accident/capacity)	0.03%	0.03%	0.01%	0.015%	0.01%	0.01%	0.01%	0.01%

There is evidence of a significant drop in accident rates up to the most recent date, with data accessible up to December 2023. In this context, in 2023, only **0.01% of the vehicles travelling on the stretch were involved in an accident, which was not attributable to the infrastructure condition (road factor)** but to other variables (human or vehicle factor, weather conditions) either individually or combined.

In terms of the types of vehicles involved in accidents, it is notable that motorbikes accounted for around **63.2% of all accidents between 2016 and 2023**. It is important to note that these

vehicles benefit from all services provided by the Concessionaire, despite the fact that motorcycles are exempt from tolls.

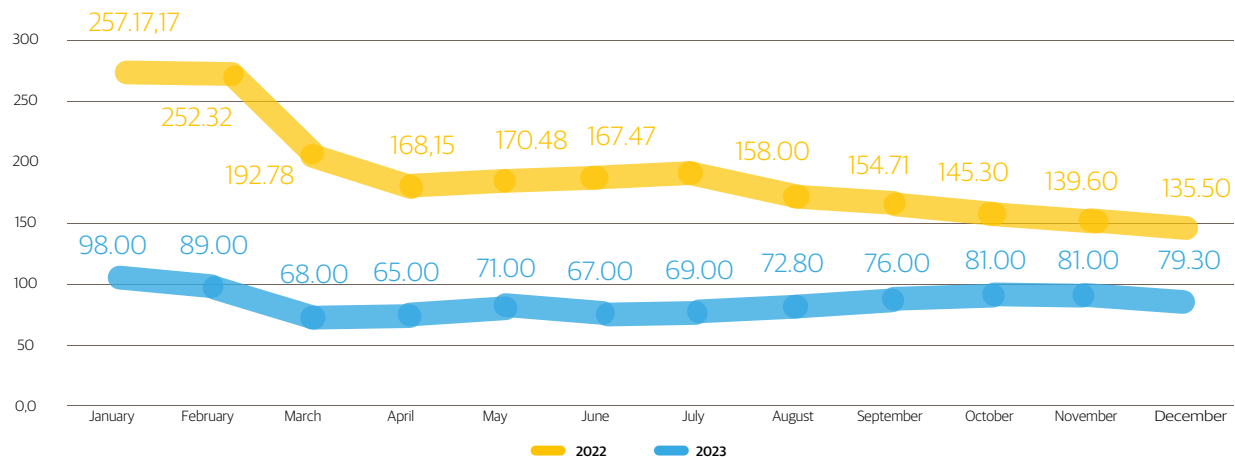
It is of paramount importance to the project to ensure that the road infrastructure is always in optimal driving conditions, with proper demarcation and signage.



Accidents involving casualties: IF1

Our “Accidents involving casualties: IF1” indicator for 2023 reflects the number of customer road accidents involving casualties per 100 million vehicle-kilometres. At the end of 2023, this indicator (accumulated annually) closed at 79.3 road accidents involving casualties for every 100 million vehicle-kilometres.

IF1 Paying / accidents involving injuries





Evaluating the health and safety implications of product or service categories

GRI: 416-1



ARM and its contractors assess OHS impacts through the mechanisms listed below.

1 Accountability: Every year, we conduct an accountability exercise for people to whom OHSMS responsibilities have been entrusted. Through a presentation, we highlight all the work done by the people in charge of the OHSMS, the Occupational Health and Safety Joint Committee (COPASST), the Employee Relations Committee, the emergency brigades and other employees.

2 OHSMS indicators: We conduct both qualitative and quantitative assessments of OHSMS results. This system allows us to assess continuous improvement by analysing the achievement of objectives and developments over time. The OHSMS includes indicators that assess the structure, process, and outcomes of the following aspects:

a) Structure Indicators

Autopista Río Magdalena's OHSMS is based on seven (7) structure indicators.

90% of the indicators were met in 2023 by implementing multiple initiatives such as the COPASST training, the monthly update of the legal requirements matrix, the dissemination of the updated integrated policy through induction and re-induction processes, the update of emergency plans in different locations, and the annual creation of the

training programme to be delivered during that year.

b) Process Indicators

Autopista Río Magdalena has eight process indicators for tracking management system operations.

Five annual indicators were evaluated, and all achieved 100% compliance in programmed activities. They included employee training in different occupational health and safety matters, continuous improvement of epidemiological surveillance programmes, updating and disseminating emergency plans across different locations, and intervening in risks identified through Near Miss, audits, and inspections.

Two performance indicators from the environmental measuring schedule are examined semi-annually. No hygiene measurements were scheduled for 2023 in the concessionaire's different locations. However, 100% of the programmed corrective and improvement activities were carried out.

The implementation of the OHSMS work plan is measured on a quarterly basis. 65 activities were programmed in 2023, all of which were 100% completed.



c) Performance indicators

Autopista Río Magdalena has 10 performance indicators to assess the management system's operations and actions.

It is clear that the annual indicators were fully met with the actions specified for the year, meeting the system's objectives.

Every six months, a work-plan compliance indicator is measured. In 2023, 100% of the proposed activities were implemented according to the annual schedule.

Two indicators of training activities are measured on a quarterly basis. Training involvement increased in 2023 as the sessions became more playful. The schedule was fully implemented.

In 2023, there was only one work-related accident with no sick leave, which means that the target set for the Accident Frequency and Severity indicator has been achieved. This is due to the effective implementation of preventive measures across company sites.

During the year, 1.5% of days were lost due to medical causes, reaching the established target.

3 Management review: We conducted both a reactive and proactive review of the Occupational Health and Safety structure and management and implementation process. This evaluation is conducted annually and strives to identify the extent to which the Occupational Health and Safety policy and objectives are met, as well as how risks are managed.

The results of the top management review are documented and shared with COPASST and the OHSMS leader. Then, the corresponding preventive, corrective and improvement actions are defined and implemented.

The management assessment for 2023 revealed a positive outcome in terms of the Occupational Health and Safety, Quality, and Environment IMS management, as the established goals and objectives were achieved. As part of this review, actions to promote continuous improvement and strengthen the IMS were implemented.



All our employees and contractors' staff are covered by our OHSMS.



GRI: 416-2

Non-compliance events involving health and safety implications

Every year **we develop a rigorous process to assess the degree of implementation, maturity and compliance** with legal requirements in the OHSMS, which includes the following aspects:

- 1 Evaluation report on the Ministry of Labour website.
- 2 OHSMS audit by external personnel.
- 3 Legal matrix assessment by an external party.
- 4 100% compliance with the inspection programme, annual work plan, and OHSMS training sessions timetables.

To date, **there have been NO** legal sanctions or non-compliance.





Progress in Safety Culture

Our **Safety Strategy** initiatives are intended to continue to permeate the **Safety Culture** throughout the organisation at all levels. We are convinced that we are making progress in this culture through the **Bradley Curve™**. **Following the actual results of the Safety Culture Diagnosis in 2023, ARM was placed in the Dependent phase**, indicating that supervisors and management are primary responsible for safety.

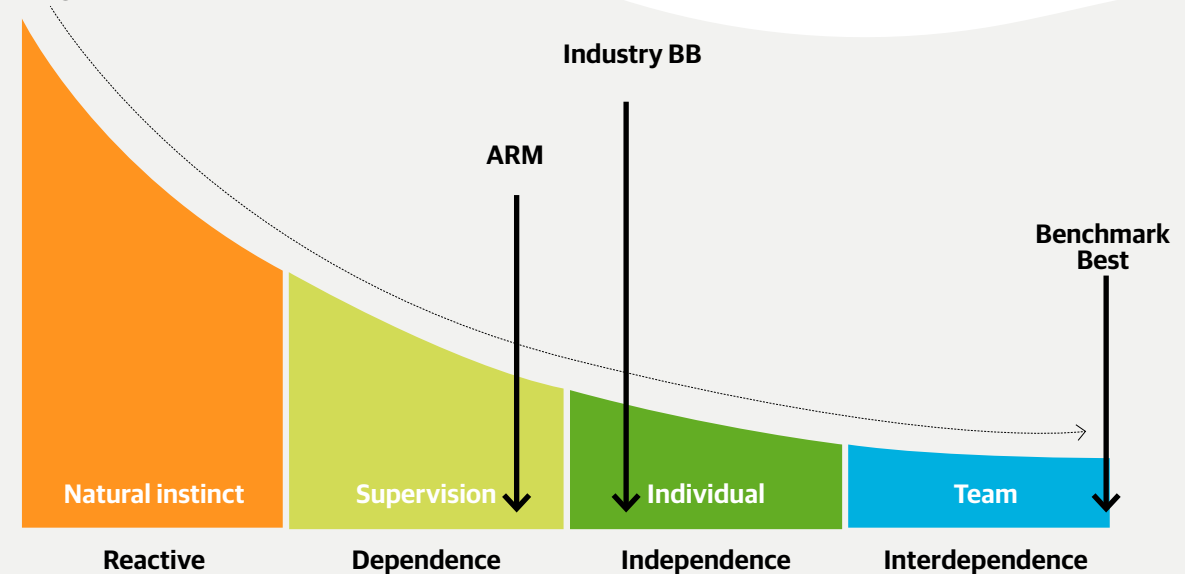
Employees follow rules and procedures because they are told to do so, not necessarily because they understand or value the importance of safety. This culture in this phase is based on external control and supervision. It is worth noting that, within this same study, we initially measured our employees' perceptions of safety, and the findings revealed that we were in the interdependence phase, where they believed they worked as a team, that safety was everyone's responsibility, and that communication, participation, and training were always the best indicators for ARM.

Based on the International Consultant's findings, and in order to combat

this misperception of safety, ALEATICA has developed a roadmap (Safety Business Plan) for 2024 that is divided into six major components: Quick Wins (quick, low-cost, high-impact actions), risk management, safety competence development, safety governance, contractor focus, and change management.

Similarly, focused on the same culture, ARM will prioritise the development of Safety competencies in 2024. This will be developed with the support of our strategic ally, the Occupational Risk Management Company (Administradora de Riesgos Laborales, ARL) Seguros Bolivar:

- DNA programme development.
- Certified training processes for middle management personnel and Operation and Maintenance employees.
- Behaviour-based safety program.





Following our interest in continuous improvement, at ARM we assume several commitments and objectives to continue consolidating our business in an ethical manner, in line with national and international regulations, among which the following stand out:

Goals and commitments

Occupational Health and Safety

- 1 External audit. **Tri-standard certification audit under ISO 9001:2025, 14001:2025 and 45001:2018**
- 2 **Strengthen the use of the Isolación tool** so that all process leaders are involved in it.
- 3 **Increase risk awareness at all levels of the company** to assist us in fulfilling our "Safety First" corporate pillar.
- 4 **Keep up the trend of low work-related** accident rates seen in recent years.
- 5 **Activate the Emergency Committee** to strategically coordinate the implementation of activities prior to, during, and following a possible or real emergency situation.
- 6 **Move along the Bradley Curve™** towards the level of interdependence.
- 7 Create a **recognition strategy for employees who display outstanding performance in the Occupational Health and Safety System.**
- 8 Implement **software to handle the project's contractors' Occupational Health and Safety Systems, including entry, enabling, and management.**

Road Safety

- 1 **Create a virtual reality simulator** for big and light vehicles, including motorcycles, to enhance road campaign dynamics.
- 2 Implement a **strategy to improve road safety and prevent motorcycle accidents.**





"At ARM, **we know that social and environmental sustainability are mutually reinforcing.** We are committed to implementing practices that promote well-being in our communities and protect our natural environment. We believe that by integrating these principles into every aspect of the project, **we can have a positive and lasting impact that benefits both current and future generations**".

526

trained employees through our
School of Human Rights and
Sustainable Leadership

Social and environmental sustainability



GRI 203-1 and 413-1

Key Achievements

Social And Environmental Sustainability



1,636

training hours for communities in entrepreneurship, productive projects, participatory environmental management, and community social control.



129,221

people benefited through the construction and adaptation of access points.



\$1,733,606,757

COP in social investment allocated to social management and the Environmental and Social Responsibility Plan.



280

native trees planted during the Sembratón sessions in Las Flores and La Sonadora.



2,122.42

tCO₂e of Scope 1, 2 and 3 emissions.





ENVIRONMENTAL SUSTAINABILITY

Our Environmental Commitment

At ARM, we base our operations on a preventive and awareness-raising approach, backed by strict compliance with current legislation and a firm commitment to environmental protection. We understand the impact that our business can have and hence prioritise the assessment and mitigation of the associated risks.

We strongly believe in the **importance of promoting environmental education**, both inside and outside our organisation, as a crucial element to **ensure our operation in a sustainable manner.**

Our environmental strategy is based on the Concession Contract Environmental Technical Appendix 6, the Equator Principles, the IFC's Social and Environmental Sustainability Performance Standards, the Safety, Occupational Health, Environment, and Quality (HSEQ) Integrated Management Policy, and all applicable legislation. As a result, we continuously tend to the communities impacted by the project, contributing to the creation of sustainable environments by preventing negative environmental repercussions that may derive from our operations.





Climate Strategy

Our **Environmental Management System** complies with the ISO 14001 standard (2015 version). This system is intended to strengthen our environmental controls and implement best practices in our pursuit of an environmentally sustainable operation. These practices include integrated solid waste management through recovery operations, water and energy conservation and efficiency, and environmental awareness programmes.

As part of ARM's environmental commitment, we have developed two key plans to address climate change: the **Climate Change Adaptation Plan and the Climate Change Mitigation Plan.**

The **Climate Change Adaptation Plan** provides a framework for analysing climate-related risks and conducting adaptation actions to reduce them. The primary goal is to strengthen ARM's response capabilities by developing strategies for preventing and mitigating climate-related risks, as well as to protect road customers, the communities surrounding the project, and the infrastructure we operate.

We plan to implement different strategies that make up our Climate Change Adaptation Plan in 2024. These strategies were structured following an exhaustive analysis of our exposed elements and their vulnerability to climate risks. Below, we present the strategies and their respective expected short-, medium- and long-term outcomes for a more climate-resilient operation and environment:



STRATEGIC LINES	ACTIVITY
Analysis and mitigation measures for the physical risks linked with climate change	Assessment of the supply chain's susceptibility and exposure to climate hazards and their impact on local communities
	Strategies to mitigate supplier risks and their impact on the social and labour aspects of local communities
	Develop guidelines for assessing climate risks for potential suppliers in ARM's procurement process
Implementation of the climate hazard monitoring and early warning system	Designing an early warning system for climate hazards , which includes occurrence inventory, probability analysis, hazard definition, monitoring, and setting thresholds for indicators.
	Using software to align early warning systems with project designs and measurements
	Setting up monitoring systems based on each identified climate hazard



STRATEGIC LINES

ACTIVITY

Structuring and updating emergency protocols

Updating the Emergency Alert Systems (EAS) and the Road Risk Management Plan, including climate hazards

Training for Operations and Occupational Health and Safety (OHS) staff on the updated protocols

Updating the project risk matrices, integrating climatic risks and contextual risk

Designing and implementing Nature-Based Solutions (NBS)

Designing, structuring, and executing nature-based solutions to reduce exposure to identified climate hazards for Autopista Río Magdalena and nearby communities. These solutions will be consistent with the project's compensation plans and the Social and Environmental Responsibility Plan.

Designing and implementing a regional climate change communication and leadership strategy.

Designing, developing and implementing communication, awareness-raising and training programmes on Autopista Río Magdalena's climate change adaptation strategy. This includes an overview, analysis and strengthening of the staff's skills as well as those of the communities within the project's area of influence.

Based on the outcomes produced by each strategy line, as well as the quantitative and qualitative indicator approach, the programme's effectiveness will be verified over time. The goal is to make the project and our environment more resilient to the effects of climate change.

Similarly, through the implementation of the **Climate Change Mitigation Plan**, we reviewed and defined a number of solutions for reducing greenhouse gas emissions associated with ARM's activities.



The main strategies in our mitigation plan are shown below, and these include science-backed solutions such as electric vehicle fleets and photovoltaic system deployments. They also consider initiatives focused on GHG removal through volunteer planting activities:



Quantification and verification

Quantifying our carbon footprint following the guidelines of the NTC ISO 14064-1 Standard

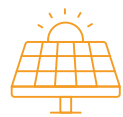
Verifying our quantification through a certified body



Sustainable Mobility

Acquisition of an electric and hybrid vehicle fleet for our operations

Implementing sustainable mobility into the operations of our relevant suppliers



Neutralising electric energy

Installing a photovoltaic station to cover some of the energy consumption of the project's operations control centre

Purchasing certified green energy

Prioritising the installation of solar-powered ITS and lighting systems



Carbon Neutrality Strategy

Volunteer planting focused on GHG removal procedures

Purchase of carbon credits to offset non-mitigable emissions

With the above, **ARM has set out to reduce 10.4% of total** Scope 1 and 2 emissions by 2030. Similarly, our goal is to achieve carbon neutrality in our operations by 2050, using offsetting methods.



GRI: 305-1, 305-2, 305-3 and 305-5

Measuring Greenhouse Gas (GHG) Emissions

In 2023, we remained committed to aligning with the UN 2030 Agenda's Sustainable Development Goals while also addressing the global concerns of climate change. We focused on developing and monitoring our Climate Change Mitigation plan, as well as calculating our carbon footprint for the reporting period. Similarly, in 2023, our 2022 carbon footprint was verified using ISO14.064-1:2018 standards and the GHG Protocol in its 2012 version, allowing us to prioritise and structure the adoption of initiatives aimed at considerably lowering our carbon footprint while remaining operationally consistent.

Furthermore, we embrace corporate environmental policies in the search for coherence and consistency with the operation and application of best practices created globally:

- 1 Attention to Climate Change Risks Policy
- 2 Energy and Greenhouse Gas Policy
- 3 Habitats and Biodiversity Protection Policy
- 4 Pollution Prevention and Control Policy
- 5 Material Sourcing Policy
- 6 Waste Policy





GHG Emissions

SCOPE 1 2023

1,525.35 tCO₂e

2021¹ 2,906.54 tCO₂e 2022² 1,746.27 tCO₂e

SCOPE 2 2023

100.79 tCO₂e

2021¹ 21.49 tCO₂e 2022² 27.46 tCO₂e

SCOPE 3 2023

496.28 tCO₂e

2021¹ 27,115.57 tCO₂e 2022² 34,039.73 tCO₂e

TOTAL 2023

2,122.42 tCO₂e

2021¹ 30,043.6 tCO₂e 2022² 35,813.46 tCO₂e

Based on the information shown here, it should be emphasised that, while there is evidence of a reduction in our carbon footprint compared to 2022, this does not equate to the execution of further steps aimed at lowering emissions in 2023. The reduction is due to a methodological adjustment in quantifying Scopes 1 and 3.

First, emission measurements associated with land-use change were adjusted for Scope 1. This was done by verifying and determining the effective values of land use change that are planned for implementation throughout the project's construction phase. Due to construction optimisation, these values resulted in a reduction in the total land use change originally projected for the project's execution.

Then, indirect emission sources were verified and optimised for Scope 3 emissions. This revealed that ARM had incorrectly assumed our customer's fuel consumption emissions, which were then removed from our emissions inventory in accordance with ISO 14064-1 requirements.

Finally, the commissioning of the Operations Control Centre and the project's Base of Operations resulted in an increase in Scope 3 emissions, as our operational activities were unified and centralised, which, combined with the commissioning of the UF3 operation, led to a significant increase in our electricity consumption.

¹ In the 2022 Sustainability Report the Scope 1, 2 and 3 GHG Emissions data for the year 2021 were presented in the wrong order. In this report, we present them in the correct order and include data for 2023.

² In the 2022 Sustainability Report the Scope 1, 2 and 3 GHG Emissions data for the year 2022 are incorrect. In this report, we present the correct data and include data for 2023.



GRI: 302-2

Corporate carbon footprint by source

In our 2023 carbon footprint calculation, we saw an increase in our direct emissions. This increase is mainly due to the commissioning of Functional Unit 3, which has resulted in higher fuel consumption due to the provision of roadside assistance services, as well as an increase in electricity consumption due to the commissioning of the Operations Control Centre (OCC). It is important to emphasise that this trend of increasing emissions will continue in the coming years and will be balanced by the end of 2026, when we plan to start operating the entire road corridor.



At ARM, we remain committed to **reducing emissions in Scopes 1 and 2 by 10.4% by 2030**, aiming to achieve net zero emissions by 2050.

EMISSION SOURCE	2021	2022	2023
Scope 1			
 Fuel combustion from mobile sources	285.43	317.19	406.20
 Lubricant use	0.16	0.24	0.23
 Fuel combustion from fixed sources	1.44	9.61	9.97
 Fugitive emissions from refrigerants	12.99	12.43	43.91
 Land use emissions	3,437.37	1,407.04	1,064.85
Scope 2			
 Electricity	21.49	27.46	100.78
Scope 3			
 Transport	26,122.41	946.10	23.53
 Products used by the organisation	868.25	1,203.63	131.74
Total (tCO ₂ e)	30,749.54	3,923.7	1,781.21



0

Environmental emergencies during 2023

Environmental Emergency Response

At ARM, we have created a procedure to ensure the health and safety of our employees, contractors, customers, visitors, and other stakeholders. The Emergency Plan is intended to prevent and respond to crisis situations. The plan is intended to identify, assess, and prioritise hazards to the safety of individuals in ARM's facilities, including the road we operate, and the environment. We then take steps to reduce the level of risk and respond to any emergencies that may arise.

We highlight two mitigation plans that are used in the event of a chemical spill, both in our operations and in activities involving road customers.



Spill Control and Management Protocol

It outlines the steps to be taken in the initial response to safely deal with chemical spills.



Road Risk Management Plan

It ensures that individuals involved in emergencies receive a prompt and safe response when work conditions are disrupted.

We continue to monitor our emergency response plans while providing appropriate training to ensure that we are prepared for any eventuality or challenge that may arise.



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

Resource Consumption

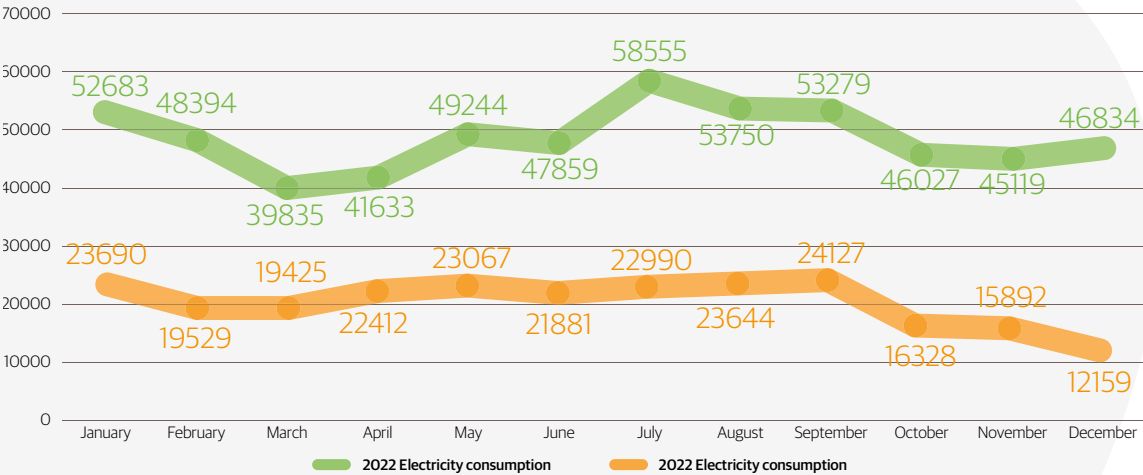
Energy consumption and efficiency

There was a clear increase in electricity consumption during the reporting period compared to 2022, as shown in the chart. This is due to the commissioning of the project's operations control centre, where most of our administrative functions and basic operations were centralised, resulting in a much higher energy requirement compared to the previous year.

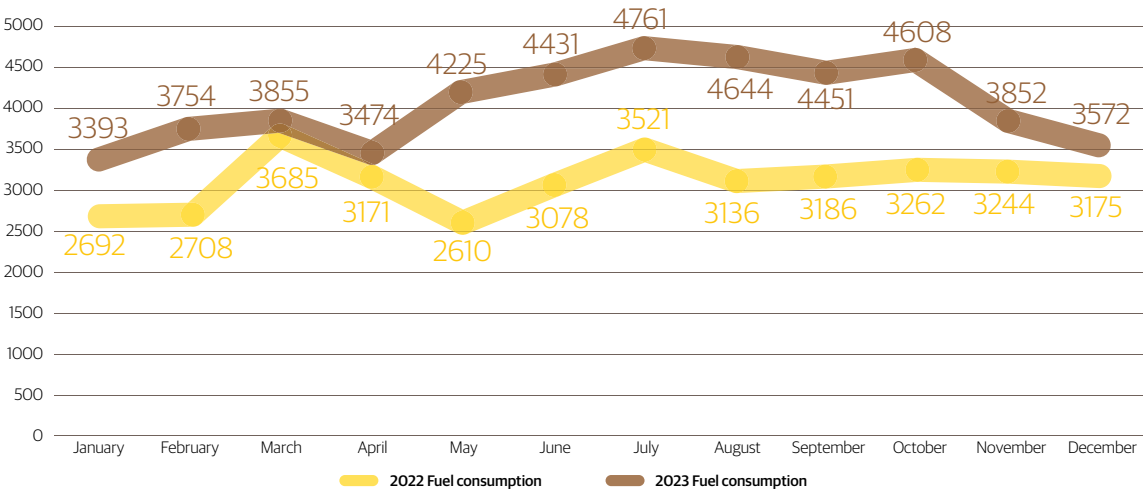
Furthermore, as of September 2023, consumption had decreased in comparison to the yearly average as a result of the adoption of several programmes to enhance energy efficiency.

There was an increase in fuel consumption compared to 2022, due to the commissioning of Functional Unit 3. This has resulted in a rise in demand for road-related services, increasing the need to use vehicles.

Electricity consumption in 2022 and 2023



Fuel consumption in 2022 and 2023





GRI 303-2, 303-3, 303-4, 303-5, 303-1

Water Consumption and Treatment

Following our commitment to the environment and sustainable development, ARM continues to incorporate measures that promote the sustainable use of natural resources throughout the project. The efforts taken during the construction and operation phases to conserve water used in the project are detailed below.

Construction

We have two discharge permits, San Juan I Plant and Vegachí Camp, which are important to mention in terms of the implications of water discharges throughout the construction phase of Functional Units 1 and 2. However, to date, there are no plans to use them. This is due to the implementation of recirculation systems linked to aggregate production plants. This initiative is part of a continuous improvement process, whereby we not only seek to avoid generating discharges but also to promote the efficient use of water.



Non-Domestic Wastewater (NDWW) discharges during construction.

Regarding domestic wastewater (DWW) resulting from the building stage of Functional Units 1 and 2, we installed and maintained portable toilets managed by duly established companies with the necessary environmental permits to operate.

Operation

The Operations Control Centre was commissioned in 2023, featuring a septic tank with soil discharge to manage Domestic Wastewater (DWW). This well has the necessary treatment systems to meet current regulations. In addition, regular inspections and maintenance activities are carried out to ensure proper operation. It is important to mention that we have the corresponding permit granted by the competent environmental authority to operate it properly.



Non-Domestic Water

Implementing recirculation systems to manage Non-Domestic Wastewater (NDWW). A process of continuous improvement in which we seek to avoid discharges and promote the efficient use of water.



Domestic Water

Installing a septic tank with an infiltration field to treat and discharge wastewater in compliance with applicable environmental regulations.





GRI 303-3 and 203-5 Water collection

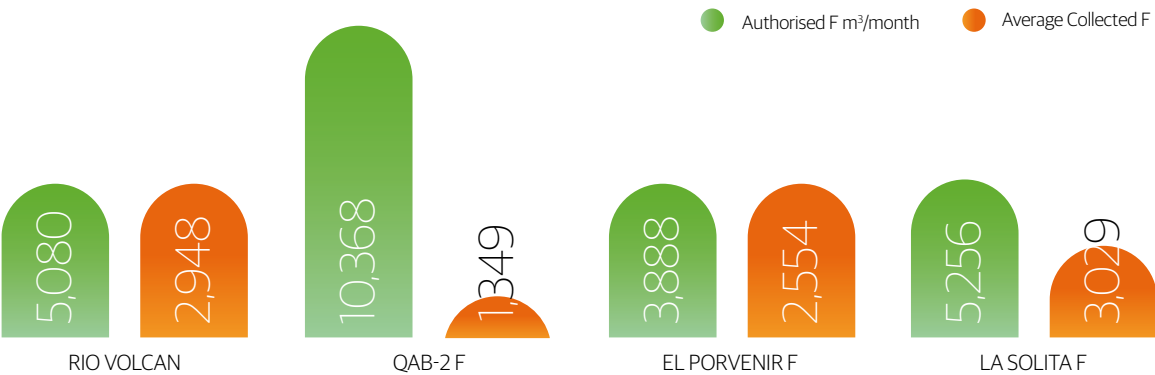
Construction

In 2023, the increase in construction activities linked to Functional Units 1 and 2 resulted in higher water consumption, leading to the inauguration of two new water collection points compared to those set up in 2022.

It is worth noting that they are part of the surface water collection points approved by the project's environmental permit, and that this resulted in an increase in water withdrawal.

It is important to note that, while the use of surface water during construction has increased, as previously stated, thanks to the recirculation processes and practices implemented by the EPC contractor within the water conservation and efficient use programme, it has been possible to avoid the consumption of a greater amount of water in the construction process. Only four of the eight water supply points specified in the environmental permit have been used, and none have exceeded 70% of the total volume allowed.

Flow (F) collected in the period VS authorised L.A.



This means that throughout the construction phase for the reporting period 10.628 l/s of water from surface water sources were no longer withdrawn, reducing the pressure on water availability during our construction process.

Regarding water consumption by construction, the following data was collected at the end of the reporting period:

Water withdrawal by source	2023
Surface water	117,351.00 m³
Third-party water (e.g., municipal manager)	26,025.57 m³
Total	143,376.57 m³



Operation

In 2023, there was an increased consumption of energy and water supplied by third parties (2,054 m³) to support Functional Unit 3's operations during commissioning.

The operation's water consumption increased by 139.21% between 2022 and 2023.

Water collection point protection strategy

The Environmental and Social Responsibility Plan (ESRP) focuses on protecting water sources, especially the aqueducts of the communities that fall within the project's area of influence.

At ARM, we are firmly committed to improving access to water in the communities surrounding the project, which is why we began the process of identifying community collection points near the Functional Units 1 and 2 construction sites.

For 2024, we plan to implement measures aimed at rainwater reuse processes in our facilities, in addition to launching campaigns on best practices to optimise water use.

The main activities of this strategy are:

- Identification of water collection points.
- Condition verification visit.
- Definition of points to intervene.
- Adequacy of works at identified points.
- Monitoring of site conditions.

With the above we seek to benefit a total of 58 families, including people in vulnerable conditions, mothers who are heads of households, farmers, children, the elderly and people displaced by violence.

In 2023, three water collection points were improved, **benefiting 34 families** in Functional Unit 2. This progress has positively impacted **102 people** who benefit from improved collection systems.



GRI: 2-25, 306-1, 306-2,
306-3, 306-4 and 306-5

Waste

We acknowledge that our operation has significant effects on the environment, as evidenced by a range of impacts. As a result, we have established several mitigation measures in our operations and during the construction phase to reduce the environmental impact of ARM's and its EPC contractor's activities.

It should be noted that the EPC contractor is totally in charge of the building activities for Functional Units 1 and 2, including waste generation, management, use, and final disposal.

100% of the waste generated
(operations and construction) was correctly managed by licenced providers, prioritising strategies based on circular economy.

During the project's construction and operation, the following medium and high significance impacts were generated, as defined through the process for identifying environmental aspects and impacts resulting from waste generation:

Operation

ACTIVITY	IMPACT	MEASURE
Use of fire extinguishers	Soil pollution	Waste sorting, disposal and recovery to prevent soil pollution.
Sanitary and/or conventional solid waste from routine road maintenance	Soil pollution and indirect health risk	Sanitary waste disposal and management, preventing contact with the environment and soil pollution.
	Increased generation of hazardous and non-hazardous waste	Waste disposal and management, preventing contact with the environment and soil pollution.
Installation of metal barriers	Increased generation of non-hazardous waste	Recycle potentially useful materials to prevent them from being discarded.
Painting of headers, culverts, kerbs, etc.	Soil pollution	Waste disposal and management by a certified supplier.
Horizontal demarcation	Increased generation of hazardous waste and soil pollution	Waste disposal and management by a certified supplier.



Operation

Installation of luminaires

Increased generation of hazardous waste

Waste disposal and management by a certified supplier.

Response to incidents involving road customers

Increased generation of hazardous waste

Waste disposal and management by a certified supplier.

Preventive and corrective maintenance of operation vehicles

Water source contamination, impact on flora and fauna

Waste disposal and management by a certified supplier.
Implementation of the Spill Control and Management Procedure.

Construction

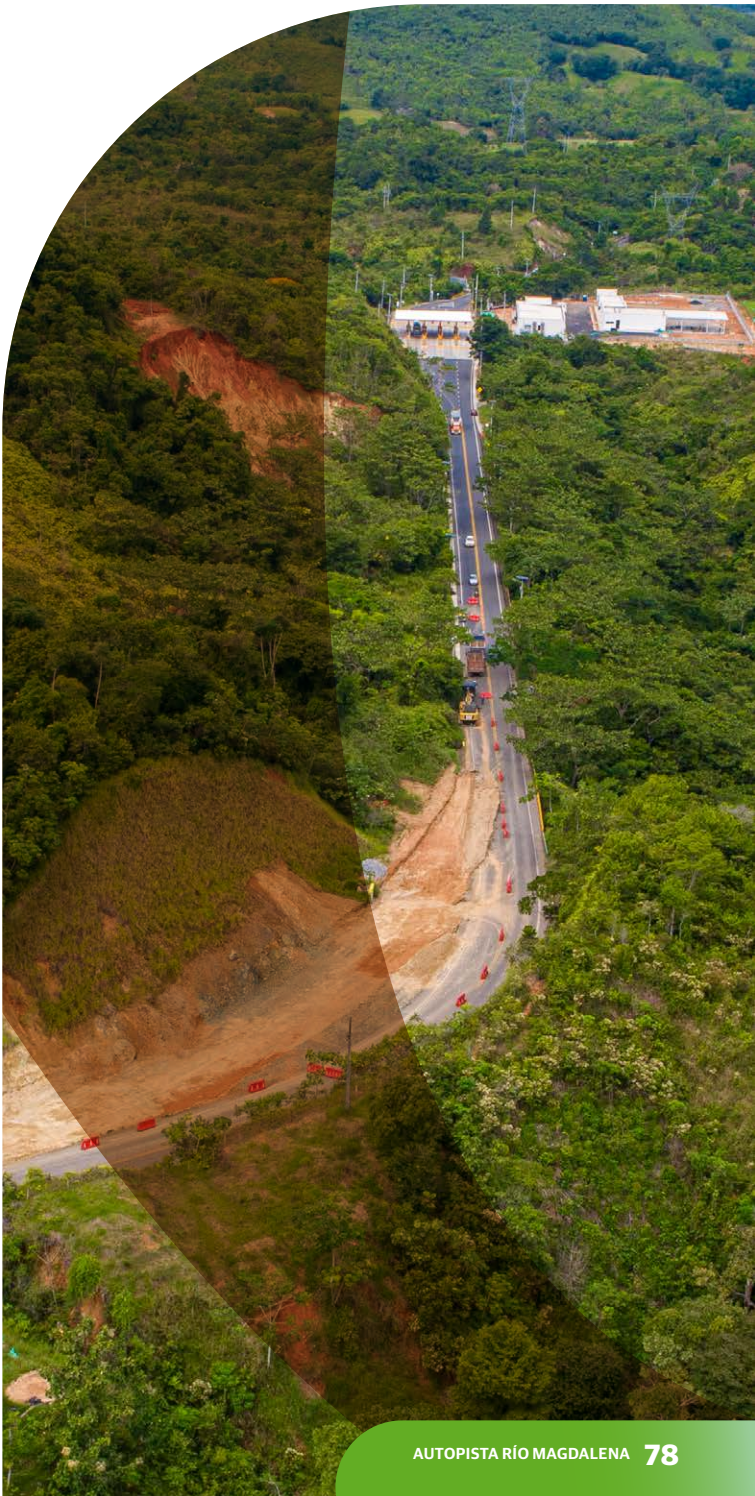
Construction processes generating different types of waste

Changes in soil physicochemical and bacteriological characteristics
Change in potential land use or land use capacity

Implementation of waste-reduction measures, such as source sorting, material reuse, and final disposal at permitted sites.

Change in the structure and composition of hydrobiological communities
Change in the habitat quality of hydrobiological communities

Implementation of waste-reduction measures, such as source sorting, material reuse, and final disposal at permitted sites.





Waste generation mitigation measures

At ARM, we recognise the importance of managing the waste generated by our operations in a sustainable way, using authorised waste managers who comply with current regulations. We focus primarily on reusing waste by integrating it into new processes to reduce the environmental impact caused by landfill disposal.

On-site waste

Different kinds of solid waste were generated throughout the activities of Functional Units 1 and 2. These included domestic, industrial, special, and hazardous waste. To address this situation, we implemented a rigorous Integrated Solid Waste Management (ISWM) system following the measures, targets and indicators set out in our programme. Our employees were also trained in line with the project's guidelines.

Activities and measures related to waste generation in 2023 for Functional Units 1 and 2:

- 1 Waste type characterisation and identification: Solid waste generated by the project was accurately identified.
- 2 Source sorting and temporary disposal: Waste was sorted at source according to the current colour code and then temporarily stored in designated areas.

- 3 Waste transportation: Waste was transported according to its type, paying special attention to Hazardous Waste (HW) and following the safety protocols established in Decree 4741 of 2005 and Decree 1609 of 2002.
 - 4 Disposal of Construction and Demolition Waste (CDW): CDWs were disposed of according to Resolution No. 472 of 2017, amended by Resolution 1257 of 2021, through duly authorised CDW Managers.
 - 5 Waste recovery, treatment and final disposal: the company MARTHE SOLUCIONES S.A.S. was in charge of the recovery, treatment and/or final disposal of non-recoverable and biodegradable waste, while the HW's were handled by the companies ASCRUDOS S.A.S. and MARTHE SOLUCIONES S.A.S.
- On the other hand, a number of activities were implemented not only to assure proper disposal but also to help reduce waste generation.





Measure

Results

Reusing excavation material

Proper excess material disposal in Surplus Excavation Material Disposal Areas (Zonas de Disposición de Material de Excavación Sobrantes, ZODMES) or with licenced CDW waste management companies reduces soil stress.

3,323,243.55 m³
of reused material in 2023

Tyre retreading

Tyre delivery to Sistema Verdad S.A.S.'s selective collection and environmental management system.

59,797 kg
of tyres delivered in 2023

Returning helmets and goggles

Helmets and goggles are returned via the 3M manager, who is responsible for carrying out the post-consumer process.

367 helmet
units and 547 goggle units
delivered in 2023

Returning Batteries

Batteries are returned to the Willard company, which is responsible for processing them to ensure final disposal or proper recovery.

6,700.985 kg
of batteries returned in 2023

Indicators and Results:

During 2023, **solid waste generated** in Functional Units 1 and 2 was properly managed, including sorting, transportation, and final disposal according with applicable legislation.

The objectives outlined in the Integrated Solid Waste Management (ISWM) plan were met, which helped to **reduce the environmental impact of the project's activities.**

In 2023, **we repurposed surplus excavation and construction material**, saving resources and preventing damage to natural areas that would have been used to dispose of this waste.





Operational waste

Hazardous, ordinary and recyclable waste was generated during the project’s operation and maintenance activities in Functional Units 3 and 4, and several solutions aimed at its reuse and incorporation into new value chains were prioritised.

In terms of the construction process, the following actions were carried out in order to identify the measures needed to properly manage waste in 2023:

- 1 Waste type characterisation and identification: Solid waste generated by the project was accurately identified.
- 2 Source sorting and temporary disposal: Waste was sorted at source according to the current colour code and then temporarily stored in designated areas.
- 3 Waste transportation: Waste was transported according to its type, paying special attention to Hazardous Waste (HW) and following the safety protocols established in Decree 4741 of 2005 and Decree 1609 of 2002.
- 4 Disposal of Construction and Demolition Waste (CDW): CDWs were disposed of according to Resolution No. 472 of 2017, amended by Resolution 1257 of 2021, through duly authorised CDW Managers.

We also highlight the various waste recovery actions linked to the operation:

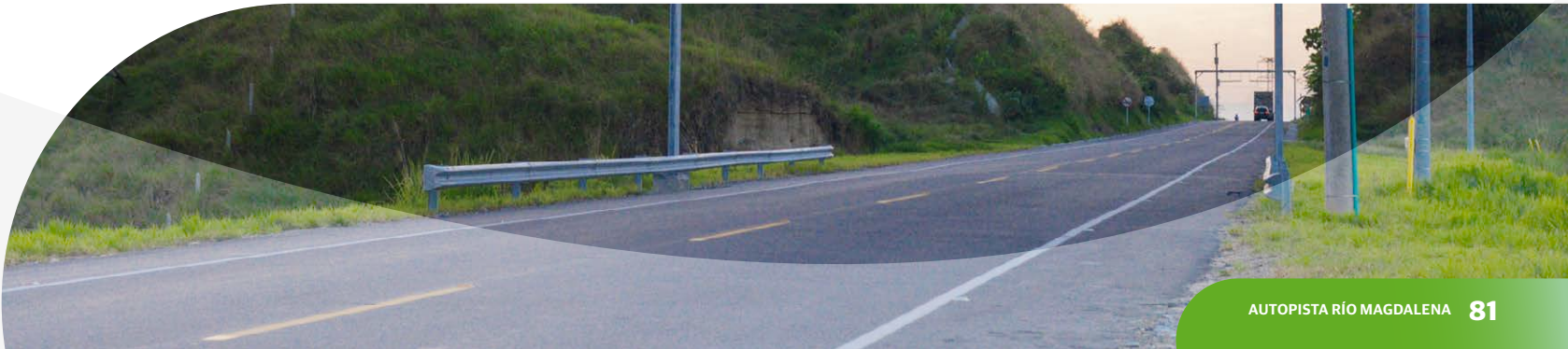
Action	Achievements
Plastic collection	The “Botellitas de Amor” programme collects plastic bottles and uses them to build homes, as well as urban and children’s furniture.
Battery return	We established an agreement with EMASA to manage and return used lead-acid batteries, which are reintroduced into the economic cycle as secondary raw material.
Tyre recycling	These tyres were processed into a number of by-products, such as: <ul style="list-style-type: none">-Rubber-modified asphalt mix.- Energy recovery.- Production of postformings.- Granulates for synthetic pitches and athletic tracks.
Battery collection	In partnership with the organisation “Recopila” we collected used batteries and accumulators.

120 kg of plastic bottles, preventing them from ending up in landfills.

52 units, equivalent to 850 kg.

122 tyres delivered in collaboration with CEMEX, which together weigh 2,282 kg.

8 kg of used batteries and accumulators collected in 2023.





Indicators and Results:

In 2023, **all waste generated** by the development of Functional Units 3 and 4 **was properly handled and disposed of by licenced suppliers**. As part of our commitment to sustainability, ARM monitors its contractors to promote waste management that prioritises reuse whenever possible.

In 2023, **83% of our hazardous waste** was integrated into a new value chain as a result of post-consumer strategies. In addition, **we managed to recover 29%** of the total waste generated during the reporting period.

With the above, **we managed to exceed the non-hazardous waste recovery** target projected for 2023, which was set at **20%**.


8,973kg
Non-hazardous waste

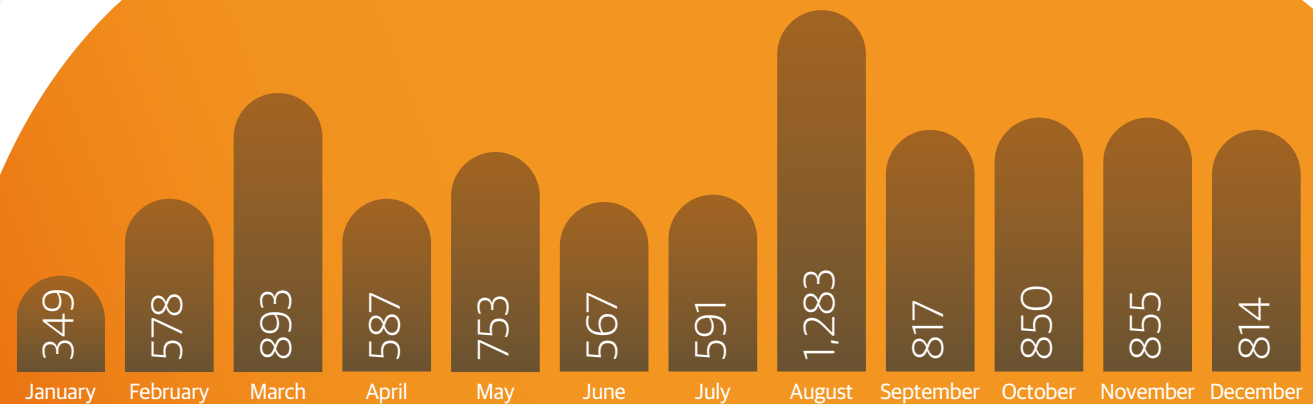

1,105m³
Recovery Operations


3,677kg
Recycling


179kg
Hazardous waste


8,937kg
Landfill

Consolidated waste per month



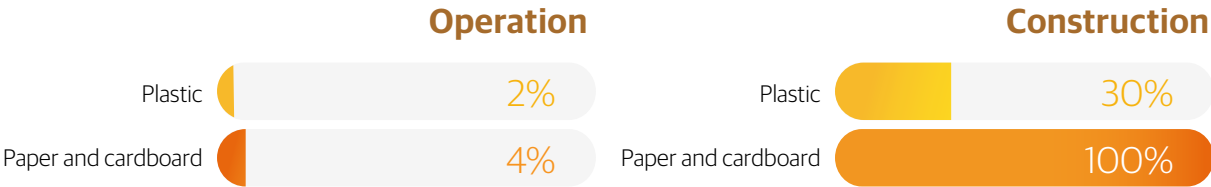


GRI 301-1

Materiales

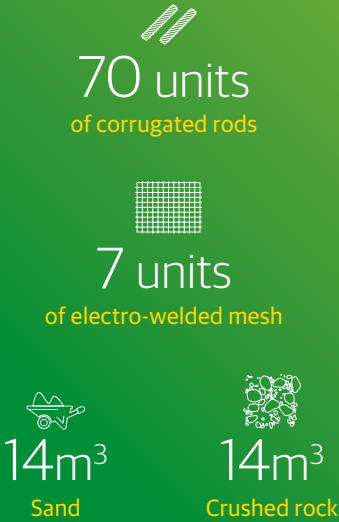
Some of the materials used for the project's operation and construction include different types of elements:

Percentage of recycled paper and plastic



Operation

Non-renewable raw materials



Renewable materials

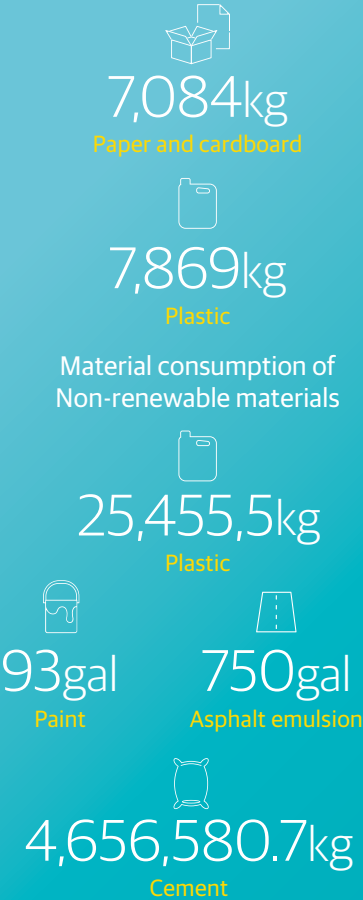


Consumption of Non-renewable materials

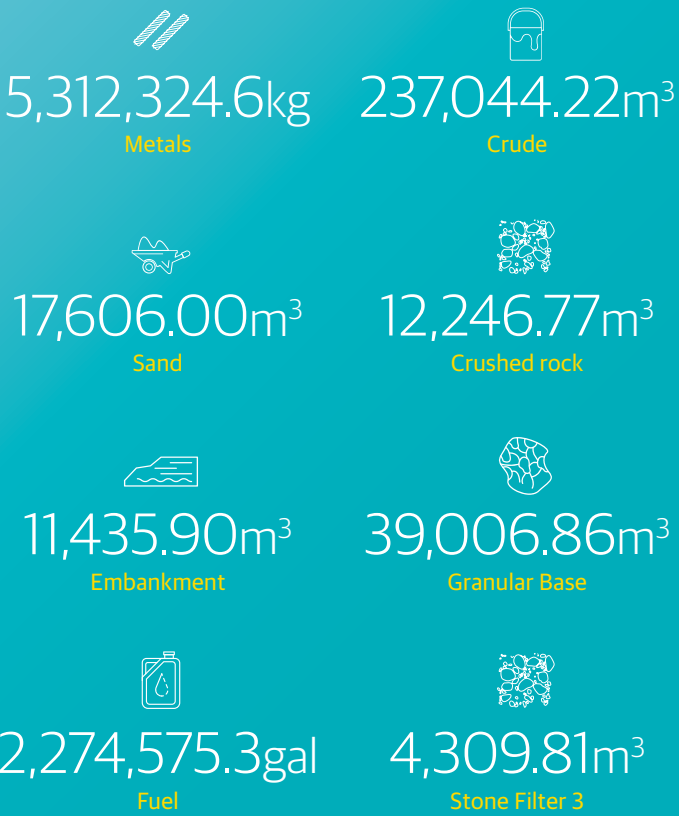


Construction

Renewable raw materials



Non-renewable raw materials





GRI 304-2 and 304-3

Biodiversity

Preserving biological diversity and ecosystems is essential to maintaining balance in our environment. ARM has addressed the impacts on biodiversity in our environment by following the project's biotic component's management and monitoring procedures, as well as implementing our Biodiversity Action Plan.

Similarly, the implementation of the Biodiversity Action Plan, along with our environmental offsets, has enabled us to mitigate the impacts on biodiversity in the project's area of influence, always aiming for a net gain in biodiversity on the ecosystems we intend to preserve and restore.

We highlight the creation of the **wildlife roadkill prevention plan**, which aims to reduce and prevent animal roadkill incidents during the construction and operation of our functional units.

In 2023, we launched the **"¡Yo freno por los animales!"** (I brake for animals!) road campaign, **emphasising the need to safeguard wildlife in the project area**. In addition, we launched the **Fauna Vial ARM mobile application**, designed to **report wildlife sightings and roadkill**, allowing us to identify hotspots and implement additional measures **to protect biological corridors in the project area**. The app also provides information on toll rates, travel times, roadside assistance, and the option to report road incidents.

Descarga
Fauna Vial ARM
y ayúdanos a proteger la
fauna de nuestra vía.



Descárgalo en el
App Store

DESCARGAR EN
Google Play



Disponible



Disponible

Fauna Vial
ARM
ALEATICA

15
LIFE
ON LAND



ST VIGILADO
SuperTransporte

Autopista
Río Magdalena
ALEATICA

ANI
Agencia Nacional de
Infraestructura



In accordance with the above, the following results were obtained in 2023:



Flora management

A total of 65 plants belonging to different families were relocated, including Orchidaceae (27), Bromeliaceae (8) and Fabaceae (30); the latter were the result of germplasm rescue, germination and transfer.



Wildlife management

We executed actions to displace **368 birds** and to **rescue and relocate two reptiles, two mammals, and one bird**.



Habitat management, protection and conservation

We executed **actions to manage, protect and conserve habitats**. This included the identification and delimitation of protection areas, as well as environmental education trainings to raise awareness among our employees about the importance of caring for these spaces.



Intervened areas revegetation management

We **revegetated a total of 31.15 hectares** of intervened areas.



Hydrobiological resource management

We conducted **displacement and monitoring efforts for hydrobiological communities on a quarterly basis**.

We made progress in executing environmental compensation for Functional Units 1 and 2 by intervening in 804.47 hectares (ha) under the preservation, restoration, and sustainable use lines of compensation. For Functional Unit 3, we planted 58.4 hectares and for Functional Unit 4.1 we undertook actions to conserve natural forests, enrich forest clearings, biodiversity connectors and vegetation cores in a total of 88.5 hectares. To this end, we established voluntary conservation agreements with the landowners to ensure the long-term viability of these initiatives and to increase the impact on ecosystems in our area of influence.

During the construction phase of Functional Units 1 and 2, the EPC contractor and ARM designated two areas to relocate endangered and/or protected flora in the municipality of Vegachí, Antioquia. The areas are La Uendy (8.43 hectares) and Bellavista (93.89 hectares). It should be noted that both properties are owned by the Vegachí municipal government, and therefore the UMATA is responsible for their management, protection and conservation.





Socio-Environmental Investment

At ARM we strive to be positive stewards of change in society by investing in social projects and programmes. This has enabled us, through the Environmental and Social Responsibility Plan, to contribute to community development and improve people's quality of life, which in turn helps us achieve our sustainability goals.

Under our Social and Environmental Responsibility Plan, in 2023 **we made four donations for a total of COP \$51,266,000.**

Through these donations, we promote the economic and social development of our communities in an environmentally sustainable way. Below is a list of the different donations made in 2023 under our Environmental and Social Responsibility Plan.

1. Entrepreneurial showcase

Development and enhancement of an application that allows the different production units identified within the area of influence to improve their sales conditions and accessibility to new markets by using a low-cost tool and without the need for intermediaries

2. Farmers' Community Shop

This strategy sought to cover the need of entrepreneurs to have a physical space to market their products at the local, regional or national level. This strategy was carried out with the support of the Mayor's Office of Vegachí. Through this space, production units will be able to market their products at competitive prices. ARM donated all the equipment necessary for the proper functioning of this shop.

3. Women transforming the countryside

ARM provided equipment, tools, and inputs to boost productivity for a group of women working on rural transformation in Yalí municipality. We provided guidelines for complying with environmental regulations applicable to their production process, as well as awareness-raising and training activities.

4. Bomboná Battalion Nursery

We provided resources, inputs, and tools for the construction and operation of an environmentally sustainable forest nursery in the region. This project will allow for joint collaboration between the Battalion and ARM, benefiting the communities near the area.





SOCIAL SUSTAINABILITY

Our Social Commitment

Sustainable Connections

At Autopista Río Magdalena, **we prioritise sustainability through materiality analysis** and partnership with local communities.

Through the Contractual Social Management Plan (CSMP) and the Environmental and Social Responsibility Plan (ESRP), we seek to strengthen the social fabric and promote employability in the municipalities where we operate. We partner with local stakeholders and entities to identify and address specific needs, generating long-term positive impacts.





Social Strategy

Social Intervention from an Integrated Perspective Methodology

Our Sustainability Strategy drives the implementation of programmes and projects that promote sustainable development, aligning us with the Sustainable Development Goals (SDGs). In 2023, we made significant investments in social development projects, highlighting initiatives like the School of Human Rights and Sustainable Leadership, the Huerta en Casa Cosechando Inclusión Challenge, the circular economy through Botellitas de Amor, and the promotion of local entrepreneurship.

Our social work

Economic Empowerment and Community Development - Building a Sustainable Future

In 2023, our social sustainability initiatives supported and strengthened **486 productive ventures** in local communities. It is important to highlight the outstanding **61.46% increase in participation, with 70% of these projects led by women**, marking a significant step towards inclusion and the promotion of self-employment among women in our communities.

We successfully executed projects such as **"Mercaemprende"**, which reinforced local value chains by assisting **64 female entrepreneurs** in key sectors

including as agriculture, handicrafts, agro-industry, and services. Furthermore, programmes such as **"Crecer es Posible"** provided extensive business training to **91 female entrepreneurs** and business women, while **"Emprende tu Futuro"** assisted **255 participants** in developing and funding business plans, granting seed capital to ten of them.



486

Number of projects supported

Northeastern Antioquia

16 projects

benefited from personalised and continuous advice to consolidate strategies for deploying resources in collaboration with other institutions.

64 entrepreneurs

actively participated in the Mercaemprende strategy, which seeks to showcase entrepreneurs in agriculture, handicrafts, agribusiness, and services to improve their customer and supplier networks and relationships.

91 entrepreneurs

and business people benefited from the “Crecer es Posible” business training programme.

Magdalena Medio

255 participants

were part of the “*Emprende tu futuro*” programme, a strategy aimed at consolidating business plans to seek business financing.

In this programme, ten business plans were awarded seed capital.

60 entrepreneurs

participated in the different sessions of the “*Empréndelo*” business programme, which aims to strengthen entrepreneurs’ skills in order to expand their productive units.

\$87,474,586 coP
Investment



GREW BY

61.46%

In 2023, the participation rate in entrepreneur-supportive strategies compared to 2022.



70%

of participants are women, which fosters female inclusion and self-employment.

The “**Emprendedores sobre ruedas**” strategy takes a comprehensive approach to supporting productive projects.

1 NO POVERTY



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



Video



Mercaemprende 2023

A commercial showcase to boost the local and regional economy



\$18,601,500

Total Sales



88

Participating
Entrepreneurs



7

Participating
Municipalities



14

Partner
Companies



65%

Participating
Women



24

Indirect
Jobs



129

Direct
Jobs





Building the Social Fabric

For ARM, building the social fabric is fundamental. Through community engagement programmes and active collaboration with local stakeholders, we strengthen links and promote an environment of trust and mutual cooperation.

In doing so, we reaffirm our commitment to the continued progress of communities, highlighting our work in building the social fabric through the following strategies:

In 2023, we allocated **COP \$1,733,606,757** to social investment, exceeding the COP \$1,719,000,000 invested over the previous year



Video

4

QUALITY
EDUCATION

School of Human Rights and Sustainable Leadership

At Autopista Río Magdalena, we recognise the pressing need to train visionary leaders and tireless human rights advocates. Our School for Human Rights and Sustainable Leadership serves as a lighthouse of knowledge and action, pointing the way to a more equitable and sustainable future. In a world where social and environmental challenges require bold responses, our school becomes the epicentre of transformation for the future road customers and neighbours of the project.

The strategy addressed seven educational institutions within the project's area of influence. **526 students and 18 teachers were trained**, which allowed them to deepen their understanding of human rights and their application in each of their roles.

This process culminated in the first human rights summit, where children and young people identified and defended their rights in the face of possible violations in their immediate environment. In addition, 84 local leaders were trained in Autopista Río Magdalena's human rights policy, strengthening community leadership and promoting awareness of corporate responsibility in the region. This holistic approach not only improves social cohesion, but also lays the foundations for sustainable human and community development in the region.



AUTOPISTA RÍO MAGDALENA 92



Enhancing Capacities, Education and Training of Staff Involved in the Project

ARM's Education and Training Programme strengthens the team's ability to deal effectively with daily challenges and promotes a strong and adaptable work environment. This effort not only empowers our employees but also strengthens community cohesion and improves the environment in our areas of influence.

Furthermore, we promote positive interactions between our staff and social players in the project's area of influence, and with our stakeholders. This translates into a stronger sense of belonging and the promotion of a culture of care and respect that is consistent with the organisation's goals. Among our achievements, the following stand out:

Induction Days

275 days
of corporate induction
and re-induction.

3,254 participants
between direct employees and
contractors

Training Days

176 training
sessions on different topics

4,309 participants
between direct employees and
contractors

Awareness-raising talks

25 awareness-raising
talks on the different work fronts
of the functional units belonging
to the project

604 people
attended these talks

We highlight the training of internal staff on the following topics:

**Specialised Training
Programme - Human Rights**

Excel Training Diploma



Regional Transformation: Manpower Linkage

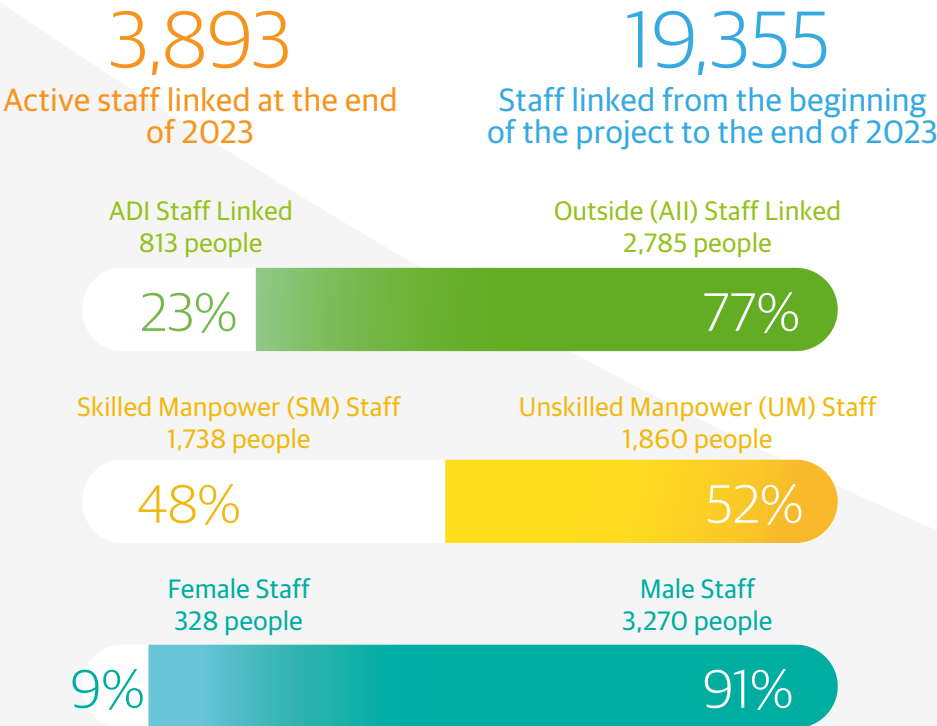
ARM's Manpower Linkage Protocol drives major regional development by creating jobs and increasing social inclusion in the municipalities within our sphere of influence. This approach not only strengthens our communities but also drives positive and sustainable economic growth.

In 2023, we continued to implement our Manpower Linkage Protocol, consolidating ourselves as one of the major sources of quality employment in the region. This protocol covers both skilled and unskilled manpower, reinforcing our leading position in the territory in this area.

As part of our commitment to employability and economic development, we value the diversity of local talent as a competitive advantage. We leverage community-specific skills and knowledge to adapt to changing needs, identify emerging opportunities, and promote an inclusive and sustainable approach.

- Significant job creation, benefiting local economic and social stability.
- Community strengthening through job integration and professional development.
- Positive contribution to the local economic environment, encouraging new and sustainable opportunities.
- Promoting inclusion and diversity, capitalising on local skills for comprehensive and equitable development.

Staff linked to the project





Heritage Protection and Appreciation - Preventive Archaeology Museum

At ARM we reaffirm our commitment to the protection of the Nation's Archaeological, Palaeontological and Ethnohistorical Heritage through the Preventive Archaeology Museum initiative. This action is part of the Archaeological Management Plan, which was approved by the Colombian Institute of Anthropology and History (Instituto Colombiano de Antropología e Historia, ICANH) and includes archaeological prospecting, recovery, and monitoring activities. Our goal is to make the study's findings known through public archaeology and the formulation of archaeological asset tenure, so contributing to the preservation, appreciation, and dissemination of heritage in the areas of interest.

Positive Impacts and Key Findings

- **Development of the Archaeological Management Plan:** approved by ICANH, including archaeological prospecting, recovery and monitoring.
- **Cultural Dissemination:** the use of public archaeology to recognise and transmit heritage.

Establishment of the Puerto Berrío Archaeological and Ethnographic Museum

This museum has become an essential community space for cultural dissemination and the promotion of identity and heritage awareness. Among its features, the following stand out:

- **Interactive Exhibition Room:** a space dedicated to discovering the region.
- **Audiovisual Screening Room:** archaeological, historical and environmental contextualisation.
- **Timeline:** representation of the past and present of human populations together with the findings made.
- **Archaeological Collection:** exhibition of archaeological artefacts found and preserved.

The Puerto Berrío Archaeological and Ethnographic Museum not only preserves cultural heritage but also **strengthens the sense of identity and belonging in the community**, making it a valuable resource for cultural preservation and dissemination in the region.



Transformation and Quality of Life - Accompanying Social and Property Management

As we expand our operations, ARM acknowledges the importance of handling individual and family relocations carefully and ethically. Through our initiative **"Accompanying Social and Property Management"**, we provide **comprehensive follow-up and social accompaniment to families during their adaptation and relocation process, always with the aim of improving their quality of life.**

90 successful housing reinstatements in Functional Units 1, 2 and 3.

Improvement of living conditions through legal tenure of housing with a public deed.

Construction of homes in seismic-resistant material and in areas classified as safe.

We conduct educational and training programmes to enhance entrepreneurial skills and improve economic conditions, demonstrating our dedication to holistically addressing the requirements of the Social Units. By doing so, we reduce and mitigate the potential impacts of our operations, reaffirming our commitment to the wellbeing of affected communities.





GRI: 203-2

Community Training

Community Transformation through Education and Sustainable Participation

We are committed to raising awareness, **training our stakeholders and strengthening** their knowledge, using education as a key tool for social cohesion, strengthening ties and improving lives and the relationship with the environment.

Integrated Community Training Plan (ICTP)

Empowerment through Entrepreneurship Education and Productive Projects

17
trainings

526
participants

160
training
hours

7
municipalities in
our area of direct
influence (ADI).

Training in Community Participation and Social Control

10
trainings

635
people

124
training
hours

7
ADI
municipalities

Participatory Environmental Management Training

8
trainings

146
participants

1,352
training
hours

7
ADI
municipalities





Awareness Raising and Sensitisation Strategic Line

Environmental Education

37

Workshops promoting responsible environmental practices

699

participants

Circular Economy

495

participants

194 kg

of plastic donated to a children's playground

As part of our comprehensive training plan, we planted 1,420 trees across municipalities and districts. In addition, we provided 1,636 training hours, conducting 35 certified training processes in collaboration with SENA. A total of 1,515 registered participants took part in these activities, with 1,307 actively participating, demonstrating strong community engagement and strengthening our positive impact in the region.





Environmental and Social Responsibility Plan (ESRP)

Committed to social development and economic revitalisation, ARM has implemented the Environmental and Social Responsibility Plan (ESRP). This plan is designed to drive social growth and mutual benefit in our communities of direct influence.

This is achieved through social and environmental initiatives, adapted to local socio-economic needs and social dynamics, promoting security, training and sustainable development.

Promotion of Sustainable Entrepreneurship

Through our voluntary contribution processes, we demonstrate our strong commitment to fair trade and local economic sustainability. **The Farmers' Community Shop** and the **Northeast Entrepreneurial Showcase**, have supported 40 small producers in Vegachí and 108 regional entrepreneurs, strengthening their soft skills. In addition, through **Women transforming the countryside** we empower women from a vision of economic and environmental sustainability.

Fostering Entrepreneurship and Supporting Women

We highlight the success of **"Mujeres que transforman el campo"**, an initiative that has empowered local women through the cultivation of aromatic plants and the development of entrepreneurial skills. This project not only improves working conditions but also strengthens the social fabric and promotes women's inclusion in the local economy.

Promoting Self-Employment and the Social Fabric

Our commitment to fostering self-employment has strengthened the local social fabric. Initiatives like the **Farmers' Community**

Shop and **Northeast Entrepreneurial Showcase** have connected local entrepreneurs with sustainable economic opportunities, promoting community cohesion and inclusive economic development.

Our direct and indirect partnership with the community has deepened our social and environmental commitment, establishing us as a responsible firm that is aware of its impact.

80% progress in improving our projects and providing training for them

We continue to voluntarily invest in productive projects that contribute to local economic development. These projects, identified in the ESRP, boost local productive units, ensuring their long-term viability and expansion within the context of Sustainable Human Development.





Environmental Sustainability

We strengthen our commitment to environmental protection by conserving strategic ecosystems and the protecting water sources in our communities of influence. The “Water Protection” sub-line aims to ensure sustainable access to water by improving rural water collection points and aqueducts, with the motto “¡Protégela hoy, tómala mañana!” (Protect it today; drink it tomorrow).

Water protection

We implement specific actions to protect water springs, aqueducts and collection points in our areas of direct influence. In 2023, we intervened eight collection points, improving and guaranteeing access to water for 34 families. With the support of local communities, we cultivate and protect the water replenishment systems that feed the aqueducts of different territorial units in our area of influence. We actively contribute to environmental sustainability and community well-being by implementing infrastructure conservation and improvement initiatives.



Volunteering

Community Strengthening

Our volunteering programme has had a significant positive impact on the territory, highlighting our commitment to community and sustainability. Through volunteering, we have strengthened community ties, promoted social development and fostered an environment of collaboration and mutual support. These activities not only benefit the local communities, but also enrich our volunteers' experience and sense of social responsibility.

Promoting Local Biodiversity

During the Sembratón sessions in Las Flores and La Sonadora, we planted a total of 280 native trees with the participation of 35 collaborators. This initiative not only promoted local biodiversity but also strengthened our commitment to the conservation of vulnerable ecosystems.

Sembratón + Native Trees Las Flores

200 native trees
planted in vulnerable
areas

27 employees
in a four-hour day

Sembratón + Native Trees La Sonadora

80 native trees
planted to promote
biodiversity

8 employees
participated in a
four-hour day





Video
Cleaning of
Water basins

Watershed Cleanup

The cleanup day in La Brancibra Ravine Watershed involved 14 employees and resulted in the collection of 60 kilos of rubbish. This direct action has significantly contributed to keeping the environment clean and promoting a healthier environment in our community.

La Brancibra Ravine Watershed Cleanup

60 kg
of rubbish collected to improve
environmental cleanliness

14 employees
participated in a
four-hour day

Promoting Education and Reading

The book donation day at Centro Rural Educativo Doña Ana delivered a 100 volumes, enriching the educational environment and promoting reading among rural communities. This action has empowered students through knowledge and information.

Book Donation - Centro Rural Educativo Doña Ana

100 books
delivered to encourage
education and reading

7 employees
participated in a
four-hour day

Our ongoing volunteering commitment not only strengthens our community connection but also drives sustainable initiatives that benefit both the environment and social development.



Video
Donation
of books



Social Seal

Autopista Río Magdalena structures the social seal rating for the international debt stretch, based on the Loan Market Association's (LMA) Social Loan Principles (SLP) market standards. The four key components identified under these principles were as follows:



1

Resource Use

2

Project Evaluation and
Selection Process

3

Resource
Management

4

Reporting

1 Resource Use.

The use of funds must offer clear social benefits that the borrower can easily quantify and verify.

2 **Project Evaluation and Selection Process.** The borrowing party must clearly communicate the social sustainability objectives, the project selection process, and the defined eligibility criteria.

3 **Resource Management.** The loan proceeds must be recognised in a dedicated account or be adequately monitored while maintaining the product's transparency and integrity at all times.

4 Reporting.

The borrowing party must prepare and keep updated information on the use of the funds, which must be renewed annually until the funds are fully utilised.

Eligible social projects identified have received a syndicated loan facility, led by Banco Santander. This funding is 85% disbursed. The loan structure intends to provide value and consistency to Autopista Río Magdalena's financing for qualifying social projects, in line with Social Loan Principles, with the goal of earning the social seal.





Resource Use

Functional Unit	Name	Length	Intervention	Outstanding works	Municipalities in the area of influence
UF - 1	Remedios - Vegachí	35.5km	Construction works	16 bridges and one toll booth	Puerto Berrío, Remedios, Vegachí, Yalí, Yolombó, Maceo and Cimitarra
UF - 2	Vegachí - Alto de Dolores	34.8km	Construction works	8 bridges, one intersection, one toll booth and two road interchanges	
UF - 3	Alto de Dolores - Puerto Berrío	49km	Specific improvements, restoration of existing roadway and operation	One bridge and one toll booth	
UF - 4	Puerto Berrío- Magdalena Trunk Road Connection	34km	Construction and operation of the Puerto Berrío bypass, up to the Magdalena Trunk Road Connection	One bridge above Río Magdalena	

Project evaluation and selection process

Eligible projects must comply with environmental, human rights, health and safety, and business ethics guidelines, which must be aligned with Autopista Río Magdalena’s policies.

Eligibility criteria

To qualify for the seal, ARM verified compliance with each of the eligibility criteria outlined in the Social Loan Principles:

- **Have a clearly defined target population.**
ARM’s target population encompasses the communities of the seven municipalities within its area of influence (Cimitarra, Puerto Berrío, Maceo, Yalí, Yolombó, Vegachí and Remedios).

- **The project must fit into one of the categories defined in the Social Loan Principles.**

Autopista Río Magdalena falls into the affordable basic infrastructure category in the transportation subcategory, as its implementation will reduce travel times and improve connectivity between the country’s productive centres.

- **The project must demonstrate how it identifies and manages its ESG risks.**

ARM has a solid sustainability strategy aligned with the Global Compact’s ten principles and 15 Sustainable Development Goals, allowing us to define strategic objectives to benefit the communities in the territories where we operate.



Below, we highlight how ARM manages ESG risks:

Laws and Regulations

Commitment to comply with applicable regulations, identifying legal and contractual requirements; has internal and external audit processes in place to assure the project's regulatory management.

Environmental Management

Compliance with the Equator Principles and IFC Standards, as verified by an independent assessor; implementation of an ISO 14001:2015-compliant Environmental Management System, validated by a certifying body; and measures to prevent and mitigate environmental impacts.

Human Rights

ARM has human resources policies and procedures adapted to human rights compliance. In addition, Human Rights Due Diligence helps to identify any negative impacts of ARM's operations in terms of human rights violations.

Health & Safety

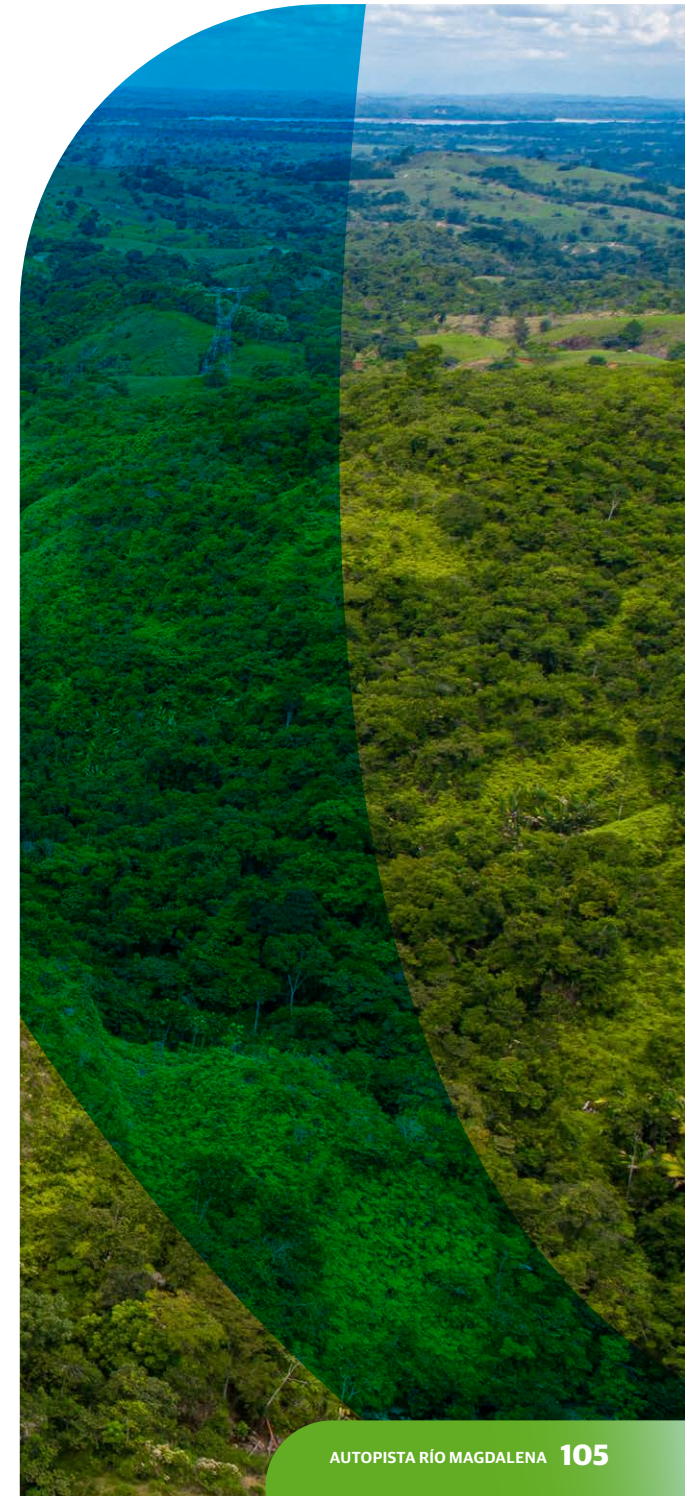
ARM has an Occupational Health and Safety system that complies with legal regulations and the ISO 45001:2018 standard, as confirmed by a certifying body.

Community Engagement

The project has a social and environmental sustainability strategy for the development of local communities. Since its inception, it has invested COP \$4,372,877,048 (2021-2023), benefiting communities through training and development activities, and promoting socio-economic development and self-sustainable productive projects through strategic alliances.

Business Ethics

ARM has a zero-tolerance approach to corruption, backed by a Code of Ethics and Conduct and anti-corruption policies for employees, contractors and suppliers.





Resource Management

Autopista Río Magdalena has received a syndicated loan facility (led by Banco Santander) from different financial institutions for a total amount of US \$170.44 million to date, out of a total of US \$200 million of financing on which the social seal is intended to be obtained. As of 2023, the loan facility has been allocated as follows:

Lender	Commitment (USD millions)	Disbursement (USD millions)	Disbursement %
Santander Bank	45	43.84	97%
Sumitomo Mitsui Banking Corporation	42.5	41.41	97%
Instituto de Crédito Oficial - public business entity	30	29.23	97%
Crédit Agricole Corporate and Investment Bank	42.5	41.41	97%
Banco de Crédito del Perú	20	19.49	97%
Siemens Financial Services, Inc.	20	19.49	97%
Total	200	194.86	97%

The process of monitoring fund allocation is divided into three actions:

- 1 Internal monitoring of both the implementation of funds and financing.
- 2 Assignment verification by an independent verifier.
- 3 Development of a quarterly report on compliance with the Performance Standards and Equator Principles to track the progress of the Action Plan under development.





Reporting

Within the social seal assignment process, Autopista Río Magdalena pledges to provide annual updates on loan resource allocation and key performance indicators (KPI) outlined in the social seal assignment report on its website and sustainability report. Below are the KPIs for 2023, which will be reported and updated in the aforementioned reports:

Functional Units	Eligible social category and subcategory	SDGs	Targets addressed	Target audience	KPI 1 Km of roads built or rehabilitated	KPI 2 Beneficiaries of new and improved accesses	KPI 3 People with access to affordable transportation systems
UF - 1	V. Affordable basic infrastructure - Transportation -		9.1	Municipalities: Puerto Berrío (42,638), Remedios (31,036), Vegachí (12,608), Yalí (8,044), Yolombó (24,617), Maceo (8,638)	35.95 km built	New accesses have not yet been built in Functional Units 1 and 2.	Not applicable as there is no toll
UF - 2				Municipalities: Puerto Berrío (42,638), Remedios (31,036), Vegachí (12,608), Yalí (8,044), Yolombó (24,617), Maceo (8,638)	34.6 km built		
UF - 3			11.2	Municipalities: Puerto Berrío (42,638), Maceo (8,638)	28.6 km renovated	51,276 beneficiaries	60 people (2.3% of total capacity)
UF - 4				Municipalities: Puerto Berrío (42,638), Cimitarra (35,307)	14 km built, 10 km renovated	77,945 beneficiaries	Not applicable as there is no toll

Functional Units	Eligible social category and subcategory	SDGs	Targets addressed	Target audience	KPI 4 Housing units benefiting from the tenure legalisation process. Overcoming overcrowding Improving infrastructure and habitability conditions New access to formal drinking water service		
UF - 1	V. Affordable basic infrastructure - Transportation -		1.4	Municipalities: Puerto Berrío (42,638), Remedios (31,036), Vegachí (12,608), Yalí (8,044), Yolombó (24,617), Maceo (8,638)		21	
UF - 2			5.a	Municipalities: Puerto Berrío (42,638), Remedios (31,036), Vegachí (12,608), Yalí (8,044), Yolombó (24,617), Maceo (8,638)		11	
UF - 3			6.1				
UF - 4			6.2	Municipalities: Puerto Berrío (42,638), Maceo (8,638)		58	
			11.2	Municipalities: Puerto Berrío (42,638), Cimitarra (35,307)		0	

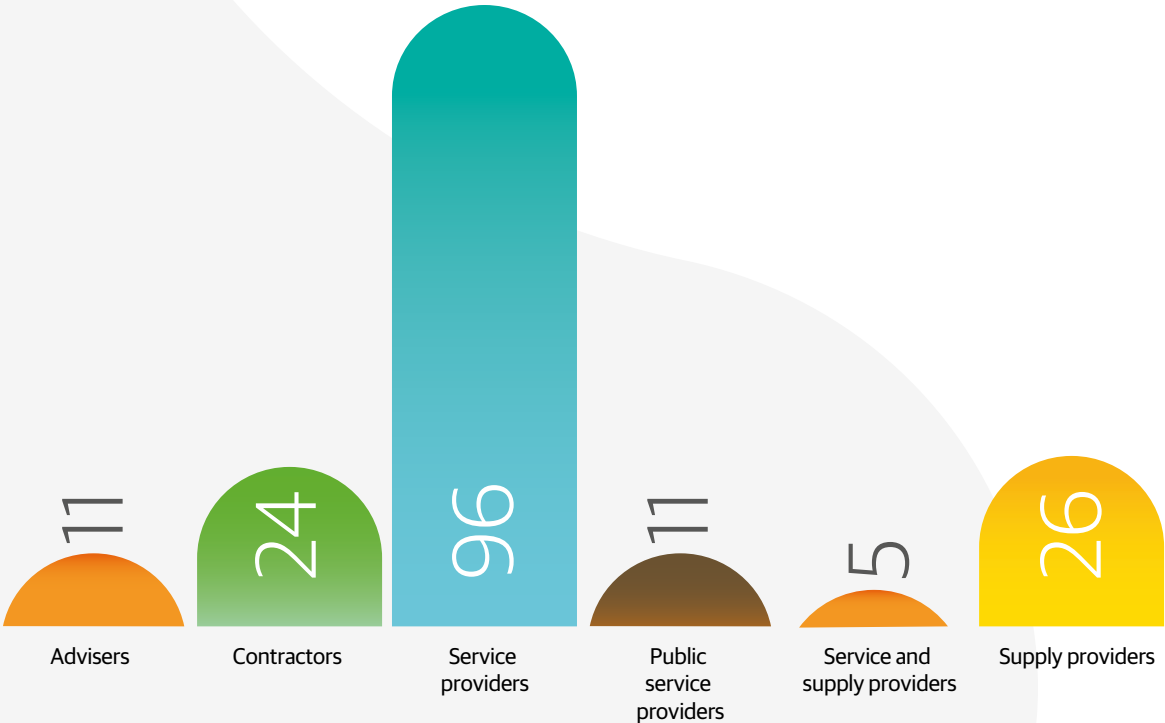


GRI: 2-6

Supply Chain

Our suppliers play a critical role in the success of ARM's operation; their ability to produce goods and services directly affects our operation and results. At ARM, we seek to maintain effective supply chain management that includes strategic collaboration and continuous relation improvement to ensure the company's performance and competitiveness.

173 Our supply chain consists of business partners



Business relations with our suppliers and contractors

At ARM, we seek to ensure that our business relations are based on transparency and openness in our agreements and transactions. In line with this, we provide information on the number of contracts, purchase and service orders used in business transactions throughout 2023.



103
Contratos



1,519
Purchase orders





Suppliers and contractors

Total payments to our suppliers in 2023 amounted to COP \$497,524,818,274. A table with details about these payments is provided below. We highlight the investment in contractors, a group that plays an essential role in our operations and processes.

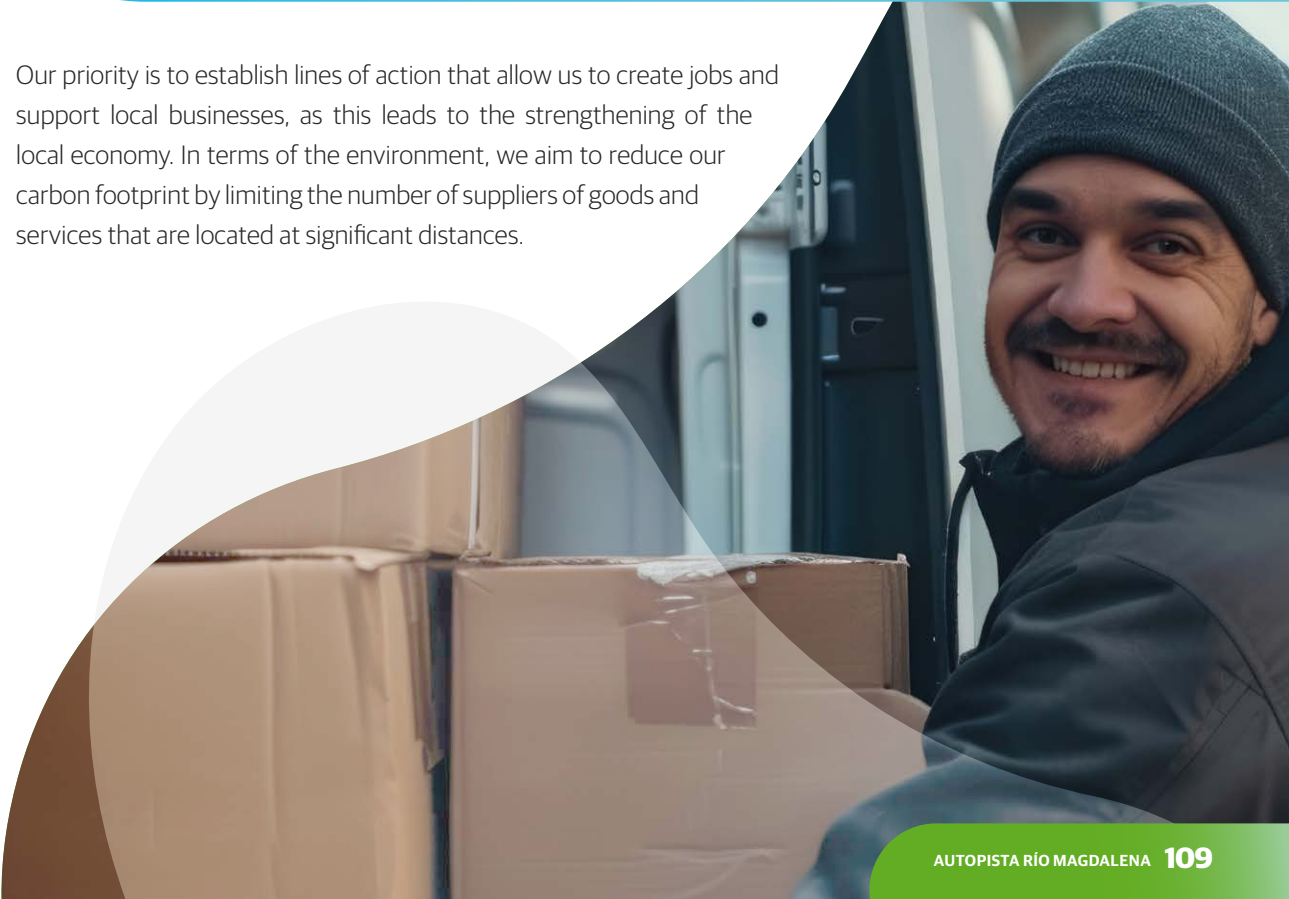
Type ³	Value	Percentage
Advisers	\$28,127,917,067	5.65%
Contractors	\$428,856,121,504	86.20%
Services	\$17,646,510,133	3.55%
Public Services	\$879,300,139	0.18%
Services & Supplies	\$13,624,204,734	2.74%
Supplies	\$8,390,764,697	1.69%
Total	\$497,524,818,274	100.00%

3 The table only lists contractors and suppliers who are directly involved with the project. This data does not include EPC contractors.

Local suppliers

We **prioritise local suppliers in our supply chain** to uphold our commitment to managing our purchasing and sourcing under a **fair trade system while also having a significant impact on the environment and community.**

Our priority is to establish lines of action that allow us to create jobs and support local businesses, as this leads to the strengthening of the local economy. In terms of the environment, we aim to reduce our carbon footprint by limiting the number of suppliers of goods and services that are located at significant distances.





Supplier Assessment

We perform a screening process for suppliers or contractors who wish to establish a contractual relationship with ARM in compliance with the DPN-NORM-03 standard, which meets the requirements for purchasing products and services.

A wide range of significant factors are reviewed throughout the screening process prior to entering the contractual relationship:

i) Third Party Due Diligence Analysis: The integrity and reputation of the third parties with whom the contractual relationship is intended to be entered into is assessed.

ii) Safety Analysis: Validating that the interested party complies with the requirements in terms of occupational health and safety.

iii) Sustainability Analysis: The environmental risk associated with each supplier (low, medium, high) is determined for further monitoring.

iv) Analysis for Financial Certification: Seeks to validate the financial solvency required to fulfil the contract.

v) Cybersecurity Analysis: Validates software or application feasibility prior to acquisition.

vi) Personal Data Protection Analysis: It must be determined whether it is qualified to process personal data in the event that this is required during the execution of the contract.



In 2023, **13 Sustainability Analyses** were conducted, all of which were classified as low risk. **35 Safety Analyses, three Financial Certifications, 55 Third Party Due Diligences and four Personal Data Protection Analyses** were also completed.

To ensure compliance with occupational health and safety standards at ARM, all suppliers and contractors performing activities at our facilities go through a qualifying process. They are required to have a report and a request for clearance from ALEATICA's SAFETY CONTROL GROUP at ARM's premises to ensure that they meet the necessary operational requirements to perform the tasks covered by the contract.

During the reporting period, two operational contractors were cleared: Zima Seguridad Ltda. and A+ Ambulancias y Servicios S.A.S.



Future commitments and goals

- 1 Achieve **2023 GHG verification, according to ISO 14064-2:2019 parameters and GHG Protocol guidelines.**
- 2 Using our **water-saving and efficient-use programme**, develop options to make the most of rainwater at our facilities and use it in our operational processes.
- 3 **Prevent disruption of lotic and lentic ecosystems** connected with water resources in Functional Units 1 and 2 by planning and developing conservation and ecological restoration techniques.
- 4 **Protect ten hectares of recharge areas** connected to our communities' collecting points and aqueducts in the area of influence.
- 5 Reinforce the **ARM FaunaVial App** as a tool for managing biological resources in the project's area of influence, highlighting its importance not only for ARM but for all our stakeholders.
- 6 Reduce the current frequency of **run over incidents by 30%.**
- 7 Implement **100% of the project's environmental compensations** in collaboration with the communities in the area of influence.
- 8 Conduct **scientific dissemination** activities by publishing an article on the integration of restoration solutions and sustainable use benefits in ARM's biotic environment offsets.
- 9 Close out all **environmental permits** related to the project's construction.
- 10 **Follow-up on identifying species** in the project's area of influence that are classified as endangered by the International Union for Conservation of Nature (IUCN).
- 11 **Reduce our emissions** by 10.4% by 2025 and achieve Carbon Neutrality certification by 2050.
- 12 Launch and **implement the lines of action** outlined in the climate change adaptation plan.
- 13 **Establish two nurseries** under ICA certification in collaboration with the Asociación de Mujeres con Visión Humana de Vegachí (ASOMUVIVE).





- 14 Conduct **voluntary plantings** to help us meet our climate change mitigation goals as part of the concessionaire's GHG emission removal strategies.
- 15 Promote **gender equality and women's empowerment** by implementing the Women's Inclusion Strategy "**Del Rosa Al Amarillo**" (From Pink to Yellow), which aims to provide training and education opportunities for women, young women, and girls, as well as to increase female employment in male-dominated jobs.
- 16 Organise the **second human rights summit** to increase participation and impact, with the goal of consolidating knowledge and boosting human rights action at the local and regional levels.
- 17 Increase **young entrepreneurs' engagement** in business support and development programmes.
- 18 Create **awareness and promotion initiatives** for a road safety culture, focusing on motorcyclists in the project's area of influence.
- 19 **Strengthen the Good Neighbours relationship strategy** with our communities to maintain trusting relationships and establish ARM as a friendly project committed to our population centres and the environment in our area of influence.
- 20 Continue to **strengthen the "Emprendedores sobre Ruedas"** (Entrepreneurs on Wheels) strategy. We aim to give training opportunities that strengthen the business fabric through technical expertise. This plan lasts six months and includes eight distinct development stages.
- 21 **Increase the procurement department's operating efficiency** by streamlining processes and integrating innovative technologies.
- 22 **Reduce the supply chain's carbon footprint** by optimising transport routes and favouring local suppliers.
- 23 **Increase the purchase of eco-friendly** products and materials, prioritising those with recognised environmental certifications.
- 24 **Establish agreements with suppliers** committed to ethical and environmentally responsible practices.
- 25 Introduce the "**Huerta Externa CCO**" (OCC External Kitchen Garden) scheme, which provides our staff with a dedicated space to cultivate a range of foods, giving them a meaningful alternative. This programme aims to ensure continuous access to fresh food over time.
- 26 **Obtain the social seal** for the international debt stretch (USD) in line with the Loan Market Association's (LMA) Social Loan Principles (SLP), highlighting ARM's social commitment to the communities surrounding the project.
- 27 **Position ARM as a firm that values ESG standards and adheres to the Sustainable Development Goals.**



Service excellence



"We strive to **offer our customers an exceptional experience**, focusing on their satisfaction and safety. We expand our capacity to face the challenges of sustainable mobility in Colombia, ensuring a reliable service that meets our customer's expectations".

259

children and young people benefited from the "Fútbol para Formar" (Soccer for Training) strategy during 2023.



Key Achievements

Service Excellence



96%

satisfaction with response time to concerns.



99.90

in the Net Promoter Score (NPS).



96%

of respondents received timely responses to concerns.



96%

of respondents received a clear explanation of the PQRS (questions, complaints, claims and suggestions, in Spanish) terminology.



92%

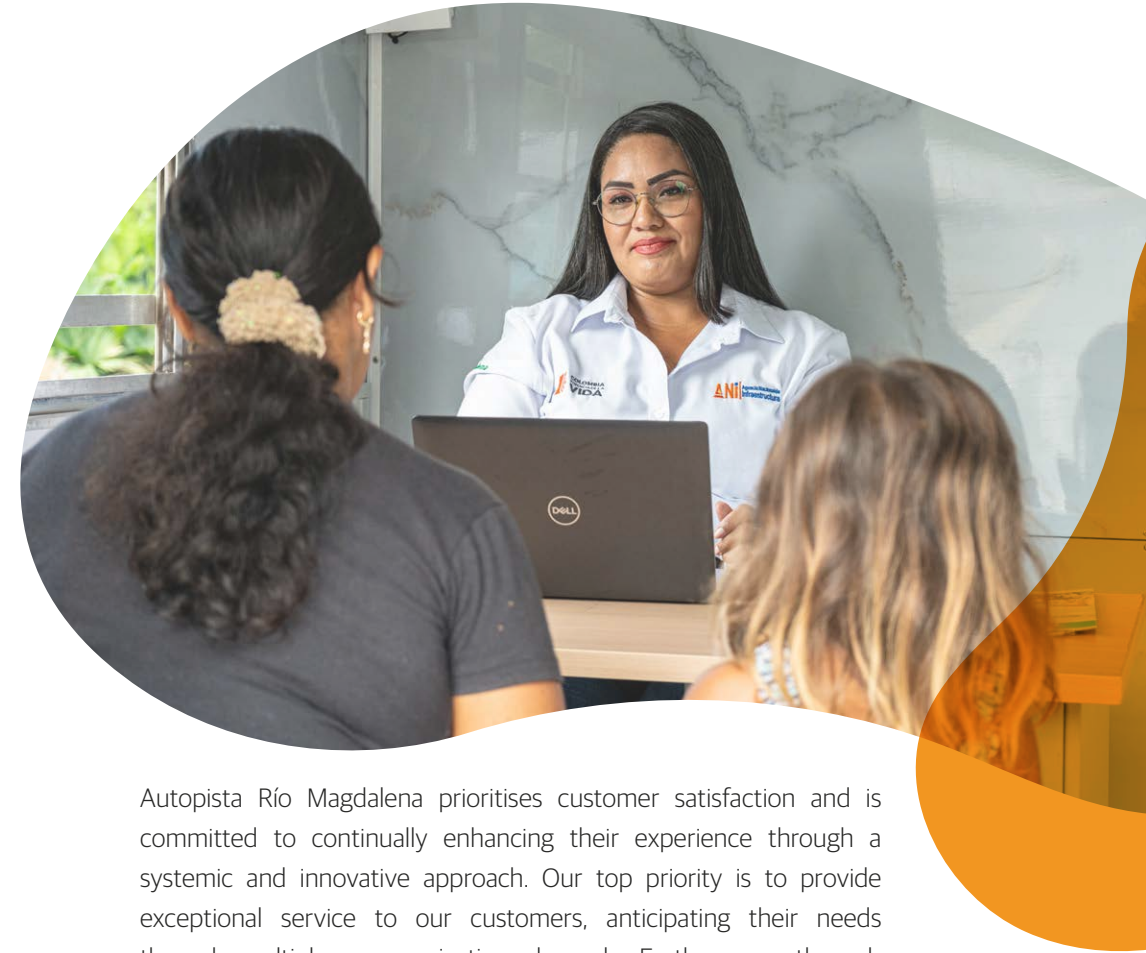
satisfaction rate of customers who received roadside assistance services.





GRI: 2-26,

Our commitment to customer service and care



Autopista Río Magdalena prioritises customer satisfaction and is committed to continually enhancing their experience through a systemic and innovative approach. Our top priority is to provide exceptional service to our customers, anticipating their needs through multiple communication channels. Furthermore, through the customer service programme, we handle requests, complaints, claims, and suggestions resulting from ARM's operations, as well as community engagement strategies. In doing so, we strengthen trusting connections and allow for the successful execution of improvement initiatives with communities and road customers.



Service Excellence Management

In 2023, we focused on strengthening our commitment to Service Excellence, improving safety, and providing a better overall experience for each customer. Our main offer is to provide safe, comfortable, and efficient travel on our roads through proper signage. To accomplish this, we are constantly monitoring our performance using key indicators.

Service Excellence Management Policy

ARM adopted ALEATICA's service excellence policy, which represents our strong commitment to caring for and protecting our customers. This policy is critical to our company's long-term success, as it influences several key factors such as customer satisfaction, our reputation, and our employees' motivation. We strive to maintain and constantly improve our service standards in order to provide an exceptional experience to every customer that trusts us.

To learn more about our Service Excellence Policy, [click here »](#)



Intelligent Transportation Systems (ITS)

In 2023, we delivered and implemented Intelligent Transportation Systems (ITS) for FU 3. These include message panels, SOS poles, surveillance cameras and communication systems, weather stations, remote-controlled solar-powered luminaires, fixed and mobile variable message panels, speed radars, and mechanical clearance gauges with height sensors, among other features.



Means of Contact

We offer multiple contact channels to guarantee Service Excellence and facilitate communication in order to better understand our customers' needs and expectations. These channels include:

- Three permanent customer service offices strategically located in the Vegachí, Maceo and Puerto Berrío municipalities.
- Two mobile offices constantly travelling around the communities in our area of influence. These offices offer advice on the manpower linkage process, community training programmes, concession services, and project-related information.

In 2023 we implemented new service channels for our customers using a QR code. This code allows them to quickly access the form



CUSTOMER SERVICE OFFICES

3

Located in Maceo and Vegachí municipalities, as well as the Operations Control Centre in Puerto Berrío



MOBILE OFFICES

2

In the project's area of influence

to submit questions, complaints, claims and suggestions. This initiative benefits our road users and communities who cannot visit our offices in person.

In 2023, we introduced our FaunaVial ARM application. Customers can use this app to submit questions, complaints, claims, and suggestions. It also gives information on how to contact us and receive priority response, especially for those travelling on our roads.



The following means of contact are available to all our customers:



WEBSITE <http://www.autopistamagdalena.com.co/>



EMAIL info@autopistamagdalena.com.co
comunicaciones@autopistamagdalena.com.co



CALL CENTER (604) 8326778 (option 2)
Control/ Emergency Centre:
(604) 8326778 (option 1)



CUSTOMER SERVICE CENTRE



<https://www.autopistamagdalena.com.co/contacto/>



SOCIAL MEDIA

- Twitter** @Aniomagdalena
- Facebook** Autopista Río Magdalena
- Instagram** autopistaríomagdalena_arm
- LinkedIn** <https://www.linkedin.com/company/autopista-r%C3%ADo-magdalena>
- YouTube** Autopista Río Magdalena
- WhatsApp** 3173830601
- App** FaunaVial ARM



Satisfaction Surveys

For Autopista Río Magdalena, understanding how customers perceive our service is fundamental to achieving Service Excellence. We therefore carry out surveys that allow us to evaluate customer satisfaction using metrics such as the Net Promoter Score (NPS). These surveys are completed after providing roadside assistance services, opening a direct line of communication and allowing us to hear our customers' opinions and needs.

Every six months, we conduct road safety customer satisfaction surveys. A third-party expert sets up survey points across different project locations to gather feedback from travellers using the concessioned road.

The surveys allow us to collect input from our road customers on road conditions, attention provided at the Operations Control Centre (OCC), roadside assistance team service, toll wait times, signage, and other relevant factors. As a result, ARM is working to significantly shorten response times and make them more understandable to the community and road customers. We have also simplified the PQRS submission process to make it more accessible to everyone. Customers continue to be satisfied with the clarity and timeliness of the information, the time allotted, and, in particular, the kindness shown by the social professionals at the Concession's customer service office

In 2023, , the average NPS rating was **99.90%** out of 100%, compared to 100% in 2022.

100%
of respondents

who used roadside concession **services** such as ambulances, repair cars, and tow trucks acknowledged that they were provided **free of charge**, so the percentage remains the same as in 2022.

92%
of customers

gave positive feedback on roadside services such as ambulances, repair cars, tow trucks, and SOS poles.

99%
of respondents

received **information on road closures and emergency contact numbers** via broadcasters, message panels and social media, 20% more than in 2022.

87%
of customers

expressed **satisfaction with the road cleanliness**, a **9% increase** compared to 2022.

The **average customer satisfaction survey rating** for roadside assistance was **80%** in 2023.



On the other hand, to measure customer and community satisfaction in connection to our customer service office using the PQRS, we analysed the completed surveys, which revealed the following:

96%
of customers

reported being treated in a very friendly or friendly manner by concessionaire staff.

96%
of customers

were satisfied with the concessionaire's response time to their concerns.

85%
of customers

said they had visited one of the concessionaire's offices.

96%
of customers

reported receiving a clear explanation of the terms and conditions for resolving their PQRS.

85%
of customers

reported being satisfied or very satisfied with the response to their requests.

96%
of customers

reported receiving prompt responses to their queries.



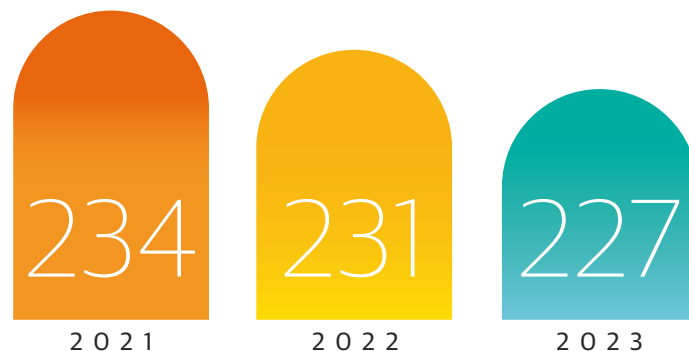
GRI: 2-26

Complaints System

ARM has several communication channels to address our customers' and communities' needs and manage their complaints and claims in an efficient manner. Our customer service team handles complaints, recording and classifying them for appropriate follow-up. If a complaint is not resolved, our staff will contact the customer by phone or email to find an effective solution. Complaints are forwarded to the relevant departments for analysis and resolution, implementing corrective actions and providing feedback. We maintain constant communication with operational areas, suppliers, and contractors, particularly those who interact directly with our customers and the community within the project's area of influence.

In 2023, the customer service programme handled all requests, complaints, and/or claims in accordance with internal procedures and timelines established by Colombian regulations, ensuring that the petitioner received clear information in response to the request. For the period, we had a slight decrease in the number of PQRS compared to 2021 and 2022.

PQRS Comparison

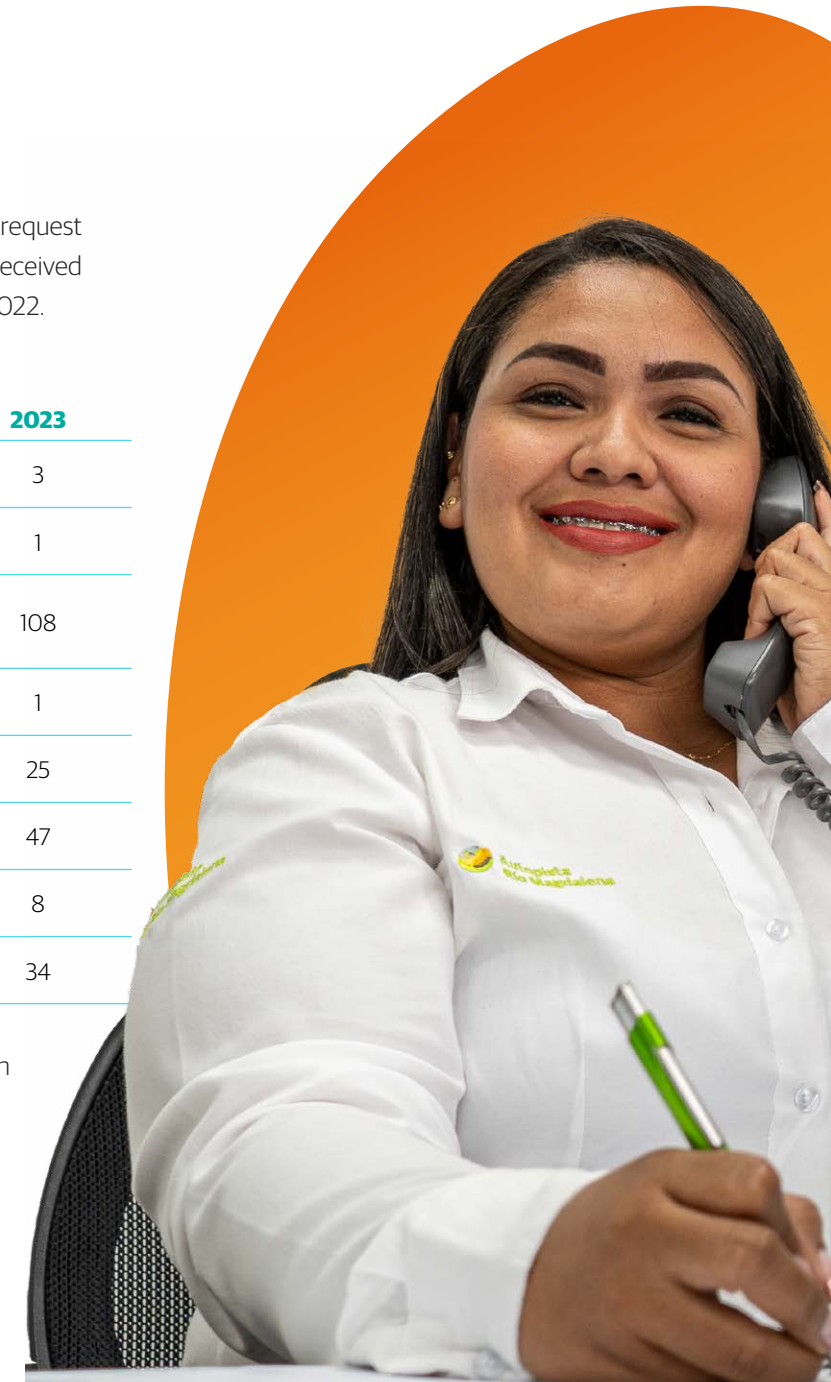


Top Complaints in 2023

ARM classifies PQRS based on the subjects addressed in each request submitted by our stakeholders. The classification of the PQRS received in 2023 is shown below, along with comparisons to 2021 and 2022.

	2021	2022	2023
Environmental	0	3	3
Archaeology	2	0	1
Community in connection with the works	127	138	108
Social management	18	1	1
Road customers	14	35	25
Property	61	45	47
HR / Social	0	1	8
Technical	12	8	34

It should be mentioned that, according to the PQRS handled in 2023, the most common concern was related to construction works, accounting for 48% of the total number of PQRS received. In contrast to 2022, there is a decrease in PQRS received associated with construction work, which account for 12% and are related to the completion of construction work in FU 3.





Community outreach strategy: Soccer to educate

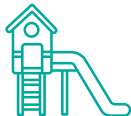
We developed multiple strategies for engaging with communities as part of the customer service programme. One of them is “Fútbol para Formar” (Soccer to Educate), which since 2017 has been a fundamental strategy for informing and educating children and young people in the communities surrounding the project. It also helps us to address community concerns and strengthen ties with them.



Inform



Educate



Play

In 2023, 259 children and young people from the project’s area of influence participated. In this way, **we reached 113 more children than in 2022.**

Veredas (villages) reached by the strategy:

- Aterrado Community – Cimitarra
- CER Carlota – Puerto Berrío
- Vereda El Ingenio – Maceo
- Vereda Doña Ana – Yolombó
- CER John F. Kennedy – El Tigre, Vegachí
- CER Los Lagos – Remedios

The activity was carried out twice a week, following the set schedule, for a total of 64 sessions. The strategy not only promotes physical activity but also creates an integration space where children and adults interact and share experiences.

In addition, by incorporating topics related to the project, Autopista Río Magdalena fosters meaningful learning and strengthens the link between

the community and the initiative, generating a sense of belonging and collaboration. Among the topics covered are customer service channels, construction progress, Emergency Care Centres (CAE) lines, parts of the road, traffic signs and their functions, road actors, types of vehicles and their specific protection elements, safe and unsafe actions, road usage, speed, guidelines for being a good pedestrian, cyclists on the road, social values (respect, tolerance, accountability), etc.



259
children and young
people reached



64
sessions



Video





Data privacy

ARM strictly adheres to the legislation governing this topic, namely Law 1581 of 2012, Decree 1377 of 2013 and other additional regulations, as well as protocols relating to the protection of personal data, in line with ALEATICA's DAJ-NORMO4. This internal standard regulates how personal data is managed and protected. In addition, privacy notices are used for suppliers, and Data Processing Agreements are formalised when data is shared with third parties.

Catalina Rojas Toro is currently the Data Protection Officer (DPO) in Colombia, appointed by the Board of Directors. She implements policies and regulations in ARM, working hand in hand with the area in charge at ALEATICA, S.A.U.

On a corporate level, a Global Data Protection Officer with substantial experience in the field monitors the data protection activities of all Group entities. This delegate develops annual action plans, reports to relevant bodies, examines privacy and data protection risks, and ensures that a Zero Tolerance Policy is enforced for noncompliance with company policies, particularly those governing privacy and data protection. Additionally, an annual audit plan is created to ensure that these procedures are followed.

In 2023, the Global DPO audited the Group's privacy policy and updated the privacy notices available to all ARM employees at <https://www.aleatica.com/avisos-de-privacidad-global/>.

In addition to the link above, privacy notices can be found on the Isolución platform, which is easily accessible to all ARM employees.

In 2023, ARM completed two internal data protection audits: one in operations and one in the social department. These audits were conducted in the field, where it was possible to validate the application and compliance of privacy notices in accordance with the corporate standard and Law 1531 of 2012.

As a result of these audits, the privacy notice formats were updated, the data gathering procedures were reviewed, , and the areas were confirmed to be in compliance with the application and filing processes.

Furthermore, no security breaches occurred this year. On the other hand, the presence and support of ARM's DPO was encouraged in the development of new projects within the company, in areas such as People and Culture, IT, and Environment. The Company's privacy notices were also updated and implemented.





Future commitments and goals

- 1 Provide a **timely response to community and road customer PQRS** received via customer care channels within the timeframe specified by law.
- 2 Operate Functional Units 3 and 4 to high quality standards, ensuring **road customers' safety and comfort**.
- 3 **Ensure good service and customer satisfaction** by using **surveys (NPS)** and service indicators with specific targets.
- 4 Provide **clear and detailed project information** to road customers and the community through all the available communication channels.
- 5 Implement the **Customer Experience (CX)** strategy at ARM based on each dimension and in collaboration with the Transversal committee, executing specific measures to achieve this goal.
- 6 Commissioning the **FU 3 weighing station**.
- 7 Availability and operation of the **FU 3 service area**.





"Corporate integrity extends beyond our internal operations. We are strongly committed to working under rigorous standards and processes to ensure a corporate culture that upholds our ethical principles and values. In this way, we contribute to a more sustainable and transparent value chain".

Corporate integrity

IN 2023

0

no cases of corruption or
conflict of interest.



Key Achievements

Corporate Integrity



0

cases related to unfair competition



0

cases related to stakeholder breach of privacy



44

members of the Steering Committee, middle management, and management received anti-corruption training



0

reported cases of corruption



100%

of employees were trained under the SAGRILIFT programme





GRI 3-3

CORPORATE INTEGRITY

We are governed by **three fundamental principles**: integrity, transparency and sound and ethical corporate governance. This is why we are constantly working to build trust with our stakeholders. Our operations are continuously monitored in accordance with the United Nations Principles for Responsible Investment, with the support and expertise of our parent company, ALEATICA.

In 2023, there were no corruption cases, public legal cases, ESG issues, or disciplinary measures related to corruption in our company.

This performance highlights our strong commitment to ethics and transparency, strengthening our trust and reputation.





GRI 2-9, 2-10, 2-11, 2-13, 2-17 and 2-27

Corporate Governance

Autopista Río Magdalena, S.A.S. (ARM) is a legally incorporated Colombian company owned by the Spanish sole proprietorship ALEATICA, S.A.U., which is a minority shareholder in ARM and has a controlling stake in our other shareholders.

There are clear procedures in place to ensure that the concessioned road obtains and maintains the permits required by Colombian legislation in order to meet the relevant authorities' specifications for the project's proper implementation.

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



Governance structure and composition

Shareholders' Meeting

ALEATICA S.A.S.
(Colombian Company)

ALEATICA S.A.
(Chilean Company)

ALEATICA S.A.U.
(Spanish Company)

Board of Directors

Carlos Lorenzo García-Faure
(Chairman of the Board of Directors)

Pablo Ybañez Rubio
(Member of the Board of Directors)

Joaquín Gago de Pedro
(Member of the Board of Directors)

Hermenegildo Moreno Loriente
(Independent Member)

Legal Representatives

Alejandro Niño Arbeláez
(CEO and Legal Representative)

Hernán Santana Ferrín
(CEO and Legal Representative)

Carlos Lorenzo García-Faure
(Alternate to the CEO and Alternate Legal Representative)

Natalia Zuluaga Grajales
(Alternate to the CEO and Alternate Legal Representative)

Area Managers¹

Natalia Zuluaga
(Director of Planning and Financing)

Gabriel Camacho
(Chief Operating Officer)

Javier Seara
(Construction Director)

Gustavo Chaverra
(Director of Administration and Finance)

Hernán Santana
(Legal Director)

Keren Muriel Vargas
(Sustainability and Customer Service Manager)

¹When this report was closed in March 2024, the governance structure underwent a change of Area Directors, which took effect from the beginning of February 2024.



GRI 2-24

Risk and Opportunity Management

Climate change, the spread of armed conflicts, and digital and technological innovation are among the challenges we face in today's world. For an organisation, failure to properly identify and handle these concerns may pose major risks to the environment, society, and business continuity.

This is why, at ARM, we are committed to effective risk management, which allows us to prevent or mitigate the effects of our operations, thus contributing to the achievement of established objectives and increasing positive impacts.



GRI 2-16

Risk and Opportunity Management System

Risk and Opportunity Monitoring and Tracking

Risk and Opportunity Management is a fundamental aspect of our Corporate Integrity. To this end, ARM is aligned to the global Risk Management standard set by ALEATICA, which is driven by the Board of Directors and monitored annually by its Audit Committee.

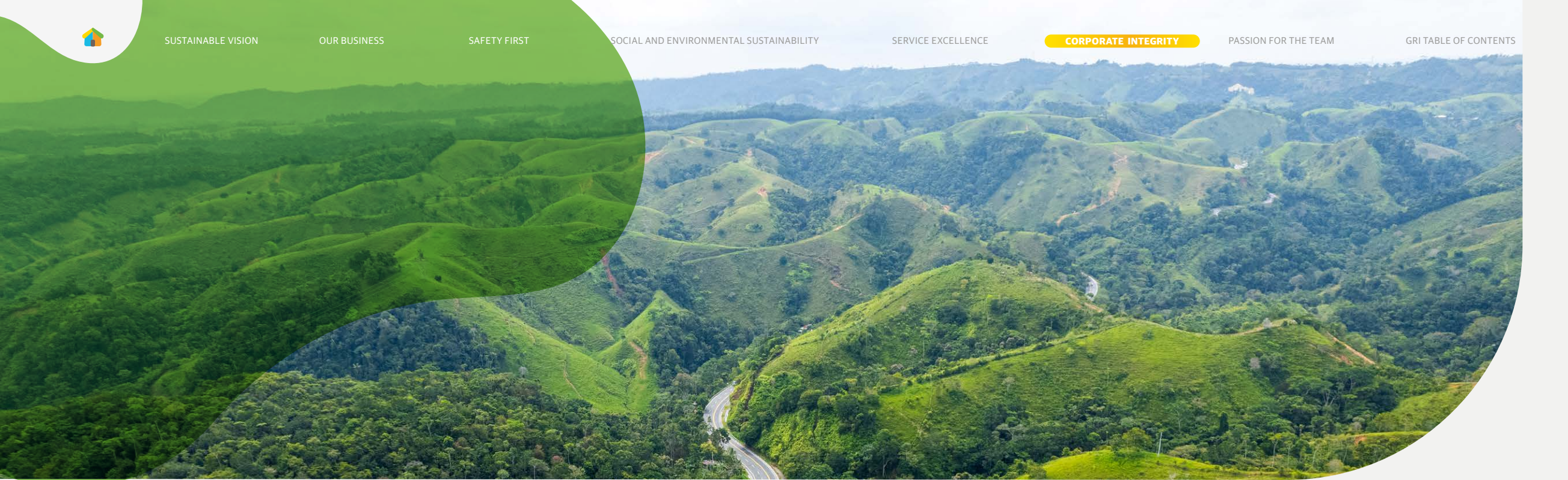
This standard sets out the principles, guidelines and methodology for managing the risks to which the organisation is most vulnerable throughout its operations. It also outlines the roles and responsibilities of all participants in this process, as well as the reporting mechanisms.

We strive to create a solid foundation for decision-making and the attainment of our objectives and goals by actively managing risk and opportunity across the company's levels and operations.

Governance

In ARM, risk management is a continuous improvement process that strengthens the organisation by adapting and being resilient to external or internal changes. The main risk managers are presented below:

MANAGER	DUTIES
ALEATICA Executive Management	<ul style="list-style-type: none">● Provides leadership to guarantee that the organisation's risks are effectively and efficiently managed.● Supports the Risk Management and the Executive Risk Committee in their functions.
ALEATICA Risk Management	<ul style="list-style-type: none">● Identifies and assesses risks.● Defines controls.● Develops mitigation plans.● Monitors and follows up on the progress of mitigation plans.
ALEATICA Executive Risk Committee Led by the Risk and Compliance Executive Director and comprised of members of the Steering Committee	<ul style="list-style-type: none">● Reviews the organisation's main risks.● Maps relevant actions for risk mitigation.



Risk Culture

To promote a strong risk culture, we offer training and education (on-site and virtual) to all levels of the business, including new hires. These efforts aim to convey our approach, standards, methodology, and the roles we all play in risk management.

In 2023, ARM conducted risk management training through our corporate training platform.

In addition, an on-site Emerging Risks workshop was held for the entire executive team (10 people).

We deliver **risk management messages** through **corporate communication channels** such as emails, fixed displays, and a regular section in the **One ALEATICA** monthly newsletter (disseminated globally)

TOPIC	Trained ARM employees	Training hours	Training medium
Climate change-related physical and transitional risks	4	72	Corporate training application

In 2023, we disseminated:

- Six articles on risk management in ALEATICA's internal magazine
- Four informative messages on displays
- One news capsule



Risk and Opportunity Management Process

We have a Comprehensive Risk Management Framework that allows us to identify, assess, control, monitor, and report on all strategic, financial, operational, and compliance risks and opportunities that the organisation faces on an ongoing basis. The process is the following:

1 Identification

To aid in risk identification, our **risk taxonomy** is continually updated and reflects the potential risks to which the organisation is exposed. ESG risks are included here. We highlight the incorporation of climate change risks, in accordance with the TCFD's (Task Force on Climate-related Financial Disclosures) classification.

To visualise all risks and their possible interactions, they are classified under the categories defined in the risk taxonomy.

2 Evaluation

Risks are evaluated using the criteria of impact and probability of occurrence. The examination encompasses three assessments:

- **Inherent**, prior to the adoption of risk-mitigation controls.
- **Residual**, after the adoption of current controls.
- **Target**, following the implementation of future mitigation actions.

3 Answer

Once identified and evaluated, control activities and mitigation plans are defined for each identified risk. These are documented and monitored on an ongoing basis.

We also periodically monitor external risks beyond our control, such as changes in regulations, political, economic, or social conditions, exchange rate volatility, among others.

A risk manager is in charge of ensuring that each risk is adequately managed and that appropriate mitigation plans are in place.

4 Monitoring and Reporting

Periodically, our areas in charge and ALEATICA's Risk Management monitor progress on mitigation plans, as well as the evolution of identified risks and the analysis of information that is useful to understand their behaviour.

The most relevant findings from this stage are communicated to and reviewed by the Executive Management, who then present and

discuss them with the ARM Committees and/or Boards, as well as the ESG Committee.

Furthermore, each quarter, the company's upper management verifies their understanding of the risks, controls, and mitigation measures (within their scope of duty) that help control or reduce their exposure.

5 Continuous Improvement

Committed to continuous improvement and better risk management in the organisation, we continue to evolve our processes to support the organisation's objectives and strategy:

- In 2023, we continued **training our employees** in risk management, holding workshops on Introduction to Risk Management using the corporate application.
- The Risk Management standard was updated. We incorporated ESG risk and opportunity management, as well as climate change-related physical and transitional risks, revised the **risk taxonomy**, and added a criterion for evaluating environmental risks.
- We set up the risk management tool to progressively **incorporate criminal risk management**.



Climate change-related physical and transitional risks

We understand that our organisation is exposed to a number of environmental, climate, political, economic and social system-related risks. As a result, we have identified and evaluated some of the risks that are currently most relevant to our business, as seen below. Please note that this list is not exhaustive and is subject to change depending on the context.



Risk

Socio-political

Insecure environment

Cyberattacks

Weather phenomena

Health & Safety

Ethics and Fraud

DESCRIPTION

MITIGATION MEASURES

The political, social, economic, cultural, and regulatory environment may have an impact on our business's financial model, operating outcomes, and projections.

- Constantly monitoring regulatory or legislative processes that may impact our activities.
- Implementing legal safeguards or internal regulatory changes in response to external changes.
- Monitoring the political context to determine business implications and actions to be taken.

As a result of the insecurity situation along the motorway, vehicle traffic may be affected by a heightened perception of insecurity, affecting our results and the perception of the road.

- Increased presence and better communication with local authorities.
- Surveillance equipment, security personnel and video-surveillance systems along the concessioned roadway

Any significant disruption to our systems or data theft could have a negative impact on our financial situation, disrupt operations or damage our reputation.

- Global cybersecurity awareness programme.
- Follow-up of cybersecurity incident management.
- Social engineering tests.

Weather phenomena could disrupt our operations, damage our infrastructure and adversely affect our operating results and financial situation.

- Insurance policies to safeguard our assets.
- Implementation of the Disaster Recovery Centre and Disaster Recovery Plan.
- Training and drills.

The nature of our operations involves risky activities for our staff and contractors. Occupational accidents within our facilities could have legal, reputational and regulatory consequences.

- Safety Management System.
- Job Hazard Assessments.
- Accident Reduction Programme.
- Implementation of the Near Miss programme.
- Implementation of document control software for contractors and access

Our stakeholders may be involved in violations of the Code of Ethics and Conduct. Failure to comply can result in fines and penalties, affecting our reputation and business continuity.

- Code of Ethics and Conduct applicable to all employees.
- Anti-Corruption Policy.
- Conduct regulation in different areas such as Procurement and Third Party Compliance Due Diligence.
- Compliance Week.
- Compliance awareness through training



Risk

Legal Proceedings

Social and Environmental Sustainability

Climate Change

Financial

DESCRIPTION

MITIGATION MEASURES

Legal actions or proceedings involving the organisation may adversely affect the business, its financial condition and reputation.

- Analysis of possible conflict resolution methods (conciliation, arbitration, or legal proceedings).

Operational continuity is closely linked to the communities where we operate, as well as to our relationship with the environment.

- Materiality Analysis and follow-up strategy on material topics.
- Social intelligence studies.
- Monitoring the implementation of social and environmental action plans.
- Preparation of a socio-environmental impact measurement guide.

Our Social and Environmental Sustainability culture supports our contribution to social and environmental benefit, while also improving corporate sustainability.

- Development and implementation of social and environmental projects and actions under four selection criteria: materiality analysis, risk mitigation, environmental compliance, and proactive actions that benefit our identified stakeholders.

Climate change poses risks such as increased coastal, storm, and river flooding, heat waves, droughts, extreme temperatures, and wildfires. As a result, our infrastructure could be compromised and our operations disrupted.

- Awareness and training of key personnel on climate change matters.
- ARM's climate change adaptation diagnosis.
- Manual of climate change-related physical and transitional risks.
-

Maintenance costs could increase and the health and safety of our employees could be put at risk. In parallel, the shift to a low-carbon economy may create new risk factors that must be addressed, such as domestic regulations.

- Development of carbon mitigation strategy for all Business Units.
- Identification of climate change-related physical and transitional risks.

We are exposed to different risks and fluctuations in the financial world. They could impact our business, financial situation and operating outcomes.

- Mitigation measures are described in the Consolidated Financial Statements (see the financial risks section of the ALEATICA SAU 2023 Annual Report).



FINANCIAL INFORMATION

GRI 207-1

Taxation and fiscal control

ARM abides by ALEATICA, ARM's holding company, dedicated to infrastructure promotion, development and management. Our tax strategy is geared towards business optimisation and sustainable shareholder value creation. It is largely defined by ALEATICA and is based on the following pillars:

Sustainability

Commitment to **timely compliance with all tax obligations arising from its economic activity**, in accordance with applicable local and international regulations, as well as unwavering participation in contributing to economic and social development through timely tax payment in accordance with applicable regulations at all times.

Transparency

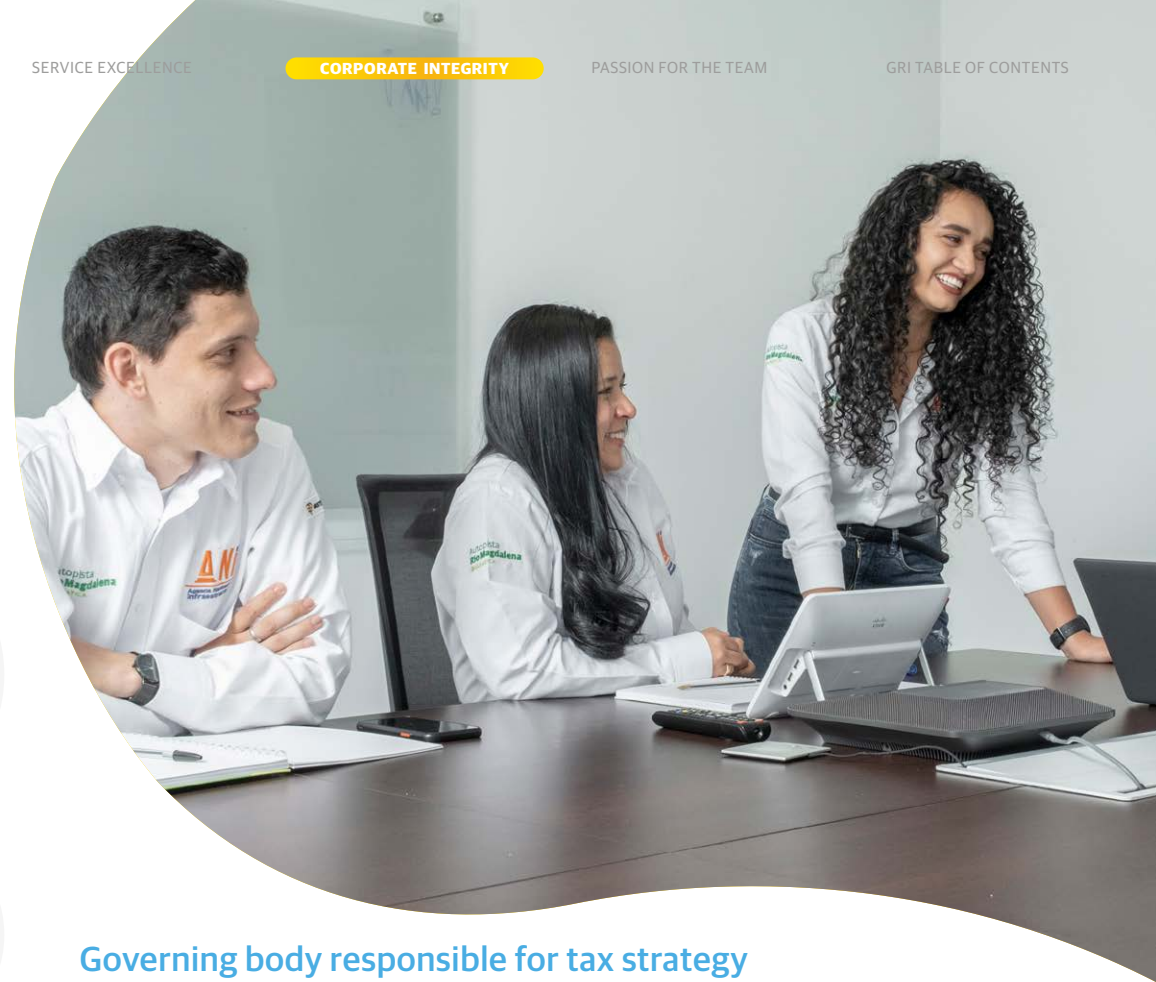
Provide accurate and complete information to our stakeholders, including information about ALEATICA's tax contribution to ARM, and maintain a smooth and cooperative relationship.

Prudence

Sound economic grounds, **avoiding abusive tax planning schemes or practices**, and always keeping the precautionary principle in mind when assuming risks.

Risk Control

Potential tax risks are identified and included in the Integrated Risk Management Framework, then monitored and addressed to reduce their impact.



Governing body responsible for tax strategy

Given that ALEATICA's Board of Directors is responsible for approving the actions that comprise the tax strategy, ARM has a team of national tax rules experts who are in charge of tax planning. In addition, we worked with a Big4 firm to guarantee tax governance compliance.

The tax strategy is entirely geared towards business optimisation **and sustainable shareholder value creation.**



Tax focus in the organisation and regulatory compliance

GRI 207-3

At ARM, the tax department collaborates with other departments (finance, business, etc.), allowing for a more informed decision-making process. This approach **also promotes tax planning and risk assessment**, geared to legitimately optimising resources under the strictest legality.

The company carries out a rigorous tax clean-up process with the support of an external adviser. This specialist assists in the preparation and verification of tax figures, ensuring their accuracy and compliance with tax regulations. In addition, the adviser provides guidance on the correct interpretation of tax regulations, ensuring the proper application of available tax benefits. Throughout the year, a comparative analysis is performed against the company's financial model to accurately determine the income generated.

At ARM, we are committed to maintaining the greatest levels of transparency for both our employees and our relationships with multiple stakeholders. As a result, we work closely with the tax authorities in each jurisdiction where we operate to reduce potential tax discrepancies as much as possible.

ARM fully complies with its tax obligations, which are managed by the company's tax calendar. External auditors and tax auditors monitor compliance with these requirements to verify that regulations are followed. The overall procedure increases trust in the formal and substantive fulfilment of our responsibilities.

When possible, non-litigious methods of resolving disputes are given priority, as are the opportunities provided by the legal system **to improve agreements** with authorities.



Tax risk management approach

ARM oversees possible tax risks with a thorough approach that includes risk identification, monitoring, and efficient mitigation. These are incorporated into the integrated risk management system, where they are monitored and appropriate measures are taken to minimise them. To

make sure that tax risks are accurately incorporated in the company risk matrix and that they are appropriately monitored and assessed, the tax area works closely with the Internal Risk Department.

GRI 207-2

Compliance with tax governance and control framework

Our tax control framework is based on the following pillars:

PILAR	DESCRIPTION
Principles of operation	<ul style="list-style-type: none">• ALEATICA's Board of Directors defines and approves the tax strategy.• Comprehensive management of tax matters in coordination with business activities and decisions.• Alignment with the Code of Good Tax Practices.
Tax Compliance processes	<ul style="list-style-type: none">• Standardised internal processes for managing tax matters in coordination with internal teams in ARM and other jurisdictions.• Tax compliance control systems.• Solid internal tax reporting system.
Team	<ul style="list-style-type: none">• Experienced and expert in-house professional team.• Proactive coordination of all members.• External support from reputable advisers where needed
Tax risk control and management	<ul style="list-style-type: none">• Integrated Tax Risk Management System.• Detailed monitoring of all identified potential tax risks, as well as flexibility to respond to new regulatory situations.



Tax-related reporting mechanisms

We are committed to applying the highest standards of transparency and seeking to strengthen an enabling and safe environment for the reporting of practices that jeopardise our tax strategy. We provide a reliable and fair service to our clients, customers, and communities through our Code of Ethics and Anti-Corruption Policy, both of which are public and available on our website.

Our I-CARE Ethics Channel is a confidential and anonymous platform where employees, suppliers, and other stakeholders can report or comment on suspected unethical behaviour or misconduct. This channel contributes to strengthening corporate integrity and ensuring compliance with the company's ethical values.



Differences between accrued corporate income tax based on profit or loss and calculated taxation

Permanent differences are mainly attributed to:

- Expenses that are not tax deductible.
- Allocation and application of provisions.
- Withholding of taxes paid abroad.
- Consolidation-related adjustments.

The **recorded deferred taxes are mostly attributable to** variations in the recognition requirements for financial assets in accounting records and intangible assets for tax purposes, as well as the treatment of accrued interest on subordinated loans.

Political contributions

In 2023, no contributions or equivalent transactions were made to any political parties or political representatives in any of its jurisdictions or resident entities for tax purposes, as our regulations forbid such transactions.

Tax contribution

In 2023, no contributions or equivalent transactions were made to any political parties or political representatives in any of its jurisdictions or resident entities for tax purposes, as our regulations forbid such transactions.



ARM own taxes (millions of Colombian pesos)	2021	2022	2023
Taxes on profits	309,746	0	0
Municipal and district taxes	34,612	550,676	1.573,605
Fees and other	51,950	98,992	245,154
Total	396,288	649,668	1,818,759

Financial results analysis and discussion

GRI 201-1, 204-4

In 2023 we reported net income in the financial statements, mainly due to the recognition of revenues from FU4 and FU3 that are already in the Operation and Maintenance phase.

Investment in infrastructure was **COP \$482.766 billion** resulting in a financial asset of **COP \$1,911,714** and a valuation of **COP \$897,319**, for a total of **COP \$2,809,033**



GRI: 3-3

Crime Prevention Model

ARM has implemented a **Crime Prevention Model (CPM)**, which is continually updated to adapt to current and organisational legislation and identifies and assesses the main criminal risks associated with our operations.

Potential risks are evaluated considering both their impact and their probability of occurrence. Then, appropriate controls are established to minimise them. These internal controls are thoroughly documented, including the unit in charge, the frequency with which they are performed, a complete description of the activity, and evidence of completion.

In 2023, ARM partnered with local experts to examine Colombia's CPM, leading to model adjustments and improvements for increased risk coverage.

This preventive strategy shields the company from any criminal behaviour and safeguards its reputation. In keeping with our commitment to preventing money laundering, terrorist financing, and the spread of weapons of mass destruction, we have created internal procedures and controls and trained all employees to follow applicable rules. Our main goal is to identify transactions involving illicit funds and report them to the competent authorities.

In line with our values and corporate culture, we have a Business Transparency and Ethics Programme (BTEP) that sets out guidelines and controls to prevent corruption and transnational bribery, both

in our operations and in our interactions with third parties. In 2023, **all staff participated in a BTEP training course.**

To prevent regulatory non-compliance, ALEATICA has implemented a global Compliance Programme through its Compliance Department. This programme aims to identify and reduce non-compliance risks at both the corporate and Autopista Río Magdalena levels.

This program consists of eight pillars:

1

Our commitment to Compliance Risk Management

2

Strict Codes and Policies System

3

Compliance Risk Identification and Assessment

4

Controls and evidence identification.

5

Reporting and action system for non-compliances.

6

Control, Surveillance and Audit Mechanisms.

7

Training, communication and awareness-raising

8

Preventing money laundering and the financing of terrorism.

The Compliance Department is responsible for periodically monitoring the CPM's performance and making any necessary adjustments, changes and adaptations. To this end, it monitors both the design of local prevention models and the measures taken at the corporate level.



Zero Tolerance for Corruption

GRI: 3-3, 205-2, 205-3

For ARM, ethics and transparency are fundamental values. That is why we have a zero-tolerance stance against corruption and openly disclose our anti-corruption rules and processes to our staff and all levels of government.

To strengthen **the culture of prevention, we have implemented several awareness-raising initiatives**, including training and regular communications via our internal newsletter and e-mails. These efforts focus on topics such as corruption, dealing with public officials, and fraud prevention. As a result, no contributions are made to political parties or their members.

In line with these objectives, we ensure that all entities with which we collaborate sign a declaration addressing anti-corruption matters, among other things, including a link to our **Anti-Corruption Policy**. All our contracts also include specific clauses addressing anti-corruption matters.

To broaden our reach, we launched a thorough communication and training programme on anti-corruption policies and procedures. In 2023, all executives and middle

As a result of these measures, **no corruption cases were reported in 2023**

management received corporate anti-corruption training. Below is the number of employees trained in 2022 and 2023:

	2022	2023
Steering Committee	7	8
Management Positions	7	8
Middle management	19	28
Employees	126	-

Anti-corruption communication and awareness-raising efforts continued with regular messaging via company newsletters, emails, and Workplace postings.

In November, we also celebrated ALEATICA's Compliance Week, during which different communication and training

activities were held to raise awareness and spread information on different topics, including anti-corruption.

Every year, all ARM Directors and Officers sign an anti-corruption certification stating that they have complied with all applicable bribery and corruption laws, that they have not offered or received any bribe, and that they have not provided any offer, payment, good, service, reward, entertainment, or any act or resource of value in a corrupt manner to any person, including public officials.



Conflict of Interest

GRI: 2-15

At ARM, we have a zero-tolerance stance regarding conflicts of interest, **which led to the creation of the Conflict of Interest standard (DRC-NORM-01)**. This standard, which is mandatory for all members of the organisation, establishes a clear framework for identifying, assessing and resolving any situation that may represent a conflict of interest, thus ensuring ethics and transparency in all our operations.

This regulation involves a form available on the corporate intranet or the I CARE Ethics Channel to communicate any potential conflicts of interest. Every year, directors and managers sign a statement of interests that includes

questions about professional activities in businesses other than ALEATICA, affiliations, family members' interests, and so on, and an assessment is performed to determine whether there is a genuine conflict of interest. These results are presented to the Audit Committee.

To date, no cases of conflict of interest have been reported in our organisation, reflecting our commitment to transparency and business ethics. In 2023, seven queries about potential conflicts of interest were submitted using the aforementioned form, and they were deemed not to be a conflict of interest.

Unfair Competition

GRI: 206-1, 418-1

At ARM, we pride ourselves on maintaining an unwavering commitment to fair and ethical business practices. This is reflected in the **total absence of unfair competition cases recorded in 2023**.

There were no recorded incidences involving a breach of our customers' privacy.



Preventing money laundering and the financing of terrorism

In Colombia, ARM complies with the rules of Chapter IV of the Concession Contract signed with the National Infrastructure Agency (Agencia Nacional de Infraestructura, ANI), which implements procedures to prevent money laundering and terrorist financing. These procedures apply to all company staff, including directors, managers, and officers, as well as external employees or individuals working for the company, and intermediaries providing services on behalf of ARM, prior to engaging into any business arrangement.

Those operations carried out with any legal or natural person that, due to their number, quantity or characteristics, do not fall within the normal systems and practices of the business conducted, in accordance with the economic activity of the

respective client, customer or supplier, and in accordance with the uses and customs of the economic sector where they are carried out and have not been reasonably justified, must be reported immediately through the format provided by the Financial Information and Analysis Unit (Unidad de Información y Análisis Financiero, UIAF), using the 'SIREL' web system.

In 2023, a specific course on Colombian regulation was conducted under the company's SAGRILAF (System for Self-Control and Management of the Integral Risks of Money Laundering, Terrorism Financing and Financing of the Proliferation of Mass-Destruction Weapons) programme.

100%
of employees were
trained under the
SAGRILAF programme



No suspicious transactions were reported in 2023, leading to the drafting of timely Absence of Suspicious Transaction Reports (ASTR reports).





Code of Ethics and Conduct

GRI: 2-26

Our Code of Ethics and Conduct establishes the guiding principles for all of us who work at ARM. It is the compass that guides our relationships with our stakeholders: partners, customers, employees, suppliers, subcontractors, allies, governments, communities, and any group or person with whom we do business.

This document guides our operations' interactions with any ARM-related stakeholders. Therefore, all members have the responsibility and commitment to become familiar with the Code of Ethics and strictly comply with it.

Our Code of Ethics and Conduct is available on the following website:
https://www.autopistamagdalena.com.co/wp-content/uploads/2023/06/ALEATICA-Codigo-etica-Esp_-1.pdf



GRI: 2-26

I CARE Ethics Channel

At ARM, we value the thoughts and concerns of all of our employees and stakeholders, from ethical or legal behaviour to answering any questions or queries. To promote a culture of transparency and accountability, in 2022 we launched the I CARE channel, which allows all of our employees and stakeholders to submit their complaints personally or anonymously.

This channel is managed by an external company, and complaints are forwarded immediately to the Global Compliance area, which is in charge of conducting the necessary investigations.

The following communication channels are available for enquiries or to report illegal activity, irregularities, or breaches of ARM's internal regulations and/or the Code of Ethics:



INTRANET: Corporate Integrity + I CARE Ethics Channel



INTERNET >> click for link

PHONE: (+57) 601 3816523

ALEATICA delivered multiple messages in 2023 to reinforce the use of I CARE, emphasising guarantees of confidentiality and non-retaliation, among other significant advantages when using this channel.

We also made special reference to this channel during Corporate Compliance Week, reminding employees of its importance and our zero-tolerance policy on retaliation.

In 2023, ARM received four reports.

CLASSIFICATION BY TOPIC	2022	2023
Work Climate	-	3
Sexual Harassment	-	-
Compliance & Ethics	1	1
Safety Concerns	-	-
Conflicts of Interest	-	-
Company processes	-	-
General Inquiries	-	-
Total	1	4

Every complaint received is investigated and reported to the highest governance authority in charge of compliance matters on a quarterly basis.

Internal audit

In 2023, ALEATICA conducted internal compliance audits on Colombia's main Environmental and Health and Safety regulations and standards, while also monitoring all Crime Prevention Model (CPM) protocols, resulting in satisfactory compliance.





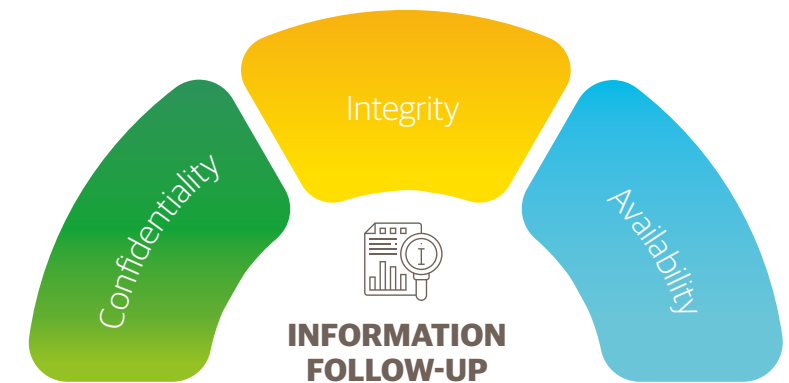
Cybersecurity

In 2023, as part of our commitment to cyber risk management, we kept our five-function model for the Cybersecurity Framework, which includes:

- 1 Identification
- 2 Protection
- 3 Detection
- 4 Response
- 5 Recovery

Furthermore, our Cybersecurity Framework is based on the National Institute of Standards and Technology Cybersecurity Framework (NIST-CSF), which provides us with a risk mitigation strategy for cybersecurity risks that could jeopardise information security or business continuity.

From a prevention perspective, we develop early event detection systems and response and recovery plans. As a result, we have strengthened our security position, effectively communicating our cybersecurity practices. However, we realise the significance of continuing to update ourselves against future threats while also strengthening current best practices.



In 2023, ARM reported **zero incidents and 23 cybersecurity events**



Cybersecurity Best Practices

New SITHICC® SCADA System Report

During 2023, the migration of Functional Unit 4's Intelligent Transport Systems (ITS) and the integration of Functional Unit 3's new ITS into the SCADA software were completed successfully, representing a major breakthrough in terms of traffic control systems.

The new SCADA integrates each ITS subsystem, allowing for automatic consultation and activation of alarms in the event of irregularities, as well as continuous monitoring of equipment and components for more effective response. Furthermore, best practices in cybersecurity and redundancy of ITS and Electronic Toll Collection (IP/REV) services were implemented, ensuring the efficient operation of the road collection system, dependable communications and operations, and gradually improving the services provided by the Information Technology department.

The more **user-friendly interface** and the ability to perform autonomous upgrades increase the system's versatility, while improved control and alert reporting contribute to safer and more effective equipment operation on the road.

ARM's Cybersecurity Framework Maturity

In 2023, ALEATICA's cybersecurity management conducted a review of ARM's cybersecurity framework. As a result, we met the goal established for that year, placing us at level 3 (defined). This milestone marks a significant step towards ARM's adoption of cyber security best practices.

Social Engineering Tests

The goal of conducting a social engineering test at ARM is to determine how susceptible its employees are to external manipulation or deception techniques. This involves determining if employees are aware of the company's security procedures and recognise the importance of protecting confidential information. In addition, the test seeks to identify possible vulnerabilities in the company's security procedures.

Two social engineering tests were performed in 2023, including an email-based phishing campaign, to assess the effectiveness of security awareness and best practices. 41 out of 110 email accounts were selected to be tested, accounting for 37% of the ARM universe.

During this drill, one person handed over their credentials after receiving the malicious email, while 40 people skipped it, representing an effectiveness rate of 98%.

After these tests, employees will continue to be trained in cybersecurity. Similarly, periodic simulation tests will continue to evaluate and improve their response. We will continue to effectively communicate the company's security policies.



Cybersecurity webinar for employees

ALEATICA and ARM hosted four webinars in 2023 covering different current cybersecurity topics. These events were instrumental in providing employees with updates on the latest online threats and protection strategies. Attendance at these webinars helped strengthen the culture of digital safety both personally and in the workplace. In addition, they provided information on security regulations and alerted about potential cyber incidents that could affect the company and its confidential data in order to foster an environment of prevention.



GRI: 3-3

Human Rights

Throughout our operations, we strive to promote and protect the human rights of all of our stakeholders.

As part of our corporate due diligence commitments, ARM has well-defined systems, policies, procedures, and practices that incorporate a Human Rights perspective, notably in the areas of social and occupational health and safety. As a result, our Human Rights Policy (DSA-POLI-09) applies across the entire value chain, with a focus on the communities impacted by our operations.

These instruments cover topics like occupational health and safety, equal opportunity, and nondiscrimination. ARM has also established policies and procedures to address psychosocial risks, safety and harassment at work.

We also adhere to the human rights commitments ratified by Colombia, 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 ILO's fundamental conventions.

Due Diligence in Human Rights

To meet our commitments, we maintain our corporate due diligence process at the operational level, which allows us to anticipate and mitigate risks in order to take preventive, corrective or remedial action as appropriate.

Reporting mechanisms

We have confidential reporting procedures in place, such as the Employee Relations Committee and the Ethics Channel - I Care, where employees can report any Human Rights violations.



Video

Due diligence process

1

Incorporation into policies.

2

Identify and evaluate impacts.

3

Stop, prevent or mitigate negative impacts.

4

Verify and follow up on the implementation and results

5

Communicate how impacts are addressed

6

Repair or assist in repair



GRI: 410-1

Progress in our Human Rights approach

1. Development of ARM Human Rights Risk Matrix

The Human Rights Risk Matrix was created in 2023 to determine the impact, severity and management of the risks that could arise from ARM's direct operations.

2. Implementation of the Human Rights Action Plan

This plan's implementation began in 2023 with activities developed by strategic lines. Its goal is to establish a set of precise measures and actions to guide and reinforce ARM's management, based on a complete human rights risk assessment:

Strategic line 1: Strengthen ARM's commitment to human rights (ALEATICA and the ARM Human Rights Policy)

A **Human Rights Policy Implementation Guide DSAPOLI-09** was created, including our entire approach to human rights, as well as our actions and strategies to prevent and respond to human rights reports. We envisage its applicability to all our stakeholders.

We have also taken action to strengthen our communication of this tool, as well as the ALEATICA and ARM Codes of Ethics and Conduct:

9
pedagogical
days



111
participants



Socialisation and dissemination of the Human Rights Policy to stakeholders



Community,
local authorities,
leaders
and customers

Day 1
Vegachí,
24 people

Day 2
Puerto Berrío,
14 people



Private security
contractors

Day 1
Vegachí,
9 people

Day 2
Puerto Berrío,
13 people



Contractors and
suppliers

Day 1
Puerto Berrío,
17 people



Direct workers

Day 1 and 2
Puerto Berrío,
17 people

Day 3 and 4
Puerto Berrío,
17 people



Strategic Lines 2, 3, and 4: Develop Human Rights Education, Training, and Awareness Programmes

Within the aforementioned strategic lines, human rights education, training and awareness-raising activities were carried out at all levels, including among contractors.

The training actions had the following objectives:

- **Educate, train, and create awareness** in order to lay the groundwork for a human rights-compliant business culture.
- **Provide tools** (knowledge, attitudes, and skills) to the areas in charge of ensuring Human Rights Policy compliance and implementation, as well as to the employees in charge of carrying out risk analysis, assessment, follow-up, and monitoring in the different areas (environmental, social, safety, OHS, labour), with a focus on Human Rights.
- **Train the individuals in charge of classifying complaints and claims** so that potential impacts on human rights can be identified as quickly as possible, creating an attention route based on the severity of the impact.
- **Sensitise and train ARM's physical security personnel** as well as its private security contractors on voluntary security and human rights principles.

The Human Rights Policy, its implementation guide and the five pillars of ARM's Code of Ethics were considered when developing the content. In addition, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines and the ILO's fundamental labour conventions were incorporated. Case studies based on the Human Rights Impact Assessment Matrix for ARM operations, as well as case studies from ARM's Code of Ethics, were addressed.

The following chart highlights relevant data on each programme:

Education, Training and Awareness Raising on Human Rights and Business



Human Rights
Due Diligence Training .
Target audience: Managers, Directors and Heads of Department
Duration: 6 hours **Modality:** Virtual **Participants:** 10



Human rights awareness-raising
workshop
Target audience: ARM employees (operational and maintenance)
Duration: 4 2-hour workshops
Modality: In-person **Participants:** 34



113
employees and
contractors
were trained



Human Rights Training
and Safety Programme
Target audience: Physical security coordination and private
security contractors **Duration:** 4 hours **Modality:** In-person
Participants: 22



Specialised human rights
training programme
Target audience: Social and environmental sustainability areas,
integrated management system, human management and
operation departments **Duration:** 8 hours **Modality:** Virtual
Participants: 30



Talk on corporate due
diligence on human rights
Target audience: Contractors and suppliers
Duration: 2 horas **Modality:** In-person **Participants:** 17



Among the **training activities**, the **Human Rights due diligence** training session for 30 employees stands out. Its objective was to train a group of ARM employees from different operational areas who, due to their role in the organisation and their ability to identify and manage impacts (social, environmental, OHS), as well as their interaction with ARM's stakeholders, are strategic to support in:

- 1 Socialising the Human Rights Policy DSA-POLI-09 and its Implementation Guide.
- 2 Identifying and assessing potential and actual human rights impacts.
- 3 Managing human rights impacts.
- 4 Addressing complaints and grievances related to human rights impacts.

This programme was taught virtually, using a combination of lectures and in-depth practical activities.

Strategic Line 5: Repairing Negative Impacts with a Focus on Human Rights

The Customer Service Programme (CSP) was created pursuant to the guidelines set out in Concession Contract Social Technical Appendix 8 and is aimed at road customers and communities within the project's direct and indirect areas of influence. This mechanism is used to receive and process requests, complaints, claims and suggestions (PQRS).

After the diagnosis, the following changes were made to the CSP socialisation document:

- Integrate the definitions of human rights complaint, human rights grievance, effective reparation and human rights approach into the document.
- Describe in the profile of the employees in charge of receiving PQRS the expectations in relation to the Human Rights Policy applied to customer service.
- Include human rights-based evaluation of petitions, complaints and claims in the procedure.
- Based on the Human Rights Impact Assessment Matrix, we created an annexe with definitions of the areas where rights are most likely to be impacted as well as potential claims that could arise from ARM's operations.

In 2023, a **CSP diagnosis** was conducted based on international and local human rights standards, the company's needs, the operating context, available resources, and the possibility of making changes to the current programme.



Strategic Line 6: Managing Human Rights in the Supply Chain

We created a **procedure for assessing ARM's contractors' human rights performance** and to increase internal capacities and mechanisms for ensuring that suppliers and contractors adhere to ARM's Human Rights Policy and due diligence process.

The procedure establishes the methodology and criteria for evaluating the performance of potential ARM contractors on relevant human rights issues prior to and during contracting. The proposed criteria to be evaluated are:

- **Pre-contracting stage:** human rights due diligence.
- **Contract execution stage:** legal and contractual labour, social security and occupational health and safety obligations, healthy environment, community relations, private security and human rights.

By implementing and applying this procedure, ARM expects to gain insight into the level of corporate due diligence performance of potential contractors, as well as detect in a timely manner potential impacts in which ARM may be involved through its contractors. This will enable appropriate and timely measures to be taken to stop and mitigate actual or potential impacts.

In addition, **ARM's Security and Human Rights Protocol** for Suppliers has been developed based on local and international standards, company needs and operating context.

The protocol aims to encourage respect for human rights among contractors and providers of private security and surveillance services, and to prevent negative impacts on human rights. It also includes recommendations for interaction with public forces.





Future commitments and goals

Following our commitment to continuous improvement, at ARM we assume several commitments and objectives to continue consolidating our business in an ethical manner, in line with national and international regulations, among which the following stand out:

- 1 **Improve metrics and trends** on investigations and provide training to employees who support the Compliance team in the investigation process.
- 2 Launch of the **Compliance Champions programme**.
- 3 Launch of **an ethical culture survey** including assessment of the Compliance function.
- 4 **Update ARM's Human Rights Risk Matrix** considering the actions taken during 2023 to enhance management of identified risks.
- 5 Continue to **implement the Human Rights Action Plan** and ensure that all of our employees, contractors, and stakeholders are aware of the policy, procedures, and protocols.
- 6 Train employees to be **transformational leaders in a human rights-based culture**.





Passion for the team



"We want to provide an appealing working environment for all of our employees, focusing on their well-being, safety, diversity, and development, thereby increasing productivity and adaptability to the challenges posed by sustainable mobility in Colombia".

IN 2023

12,805

training hours
(126%+ vs. 2022)



Key Achievements

Passion for the Team



159
employees in total



99
men



60
women



12,805
training hours, a 126% increase
over 2022

3.17%
Absenteeism



20%
Turnover

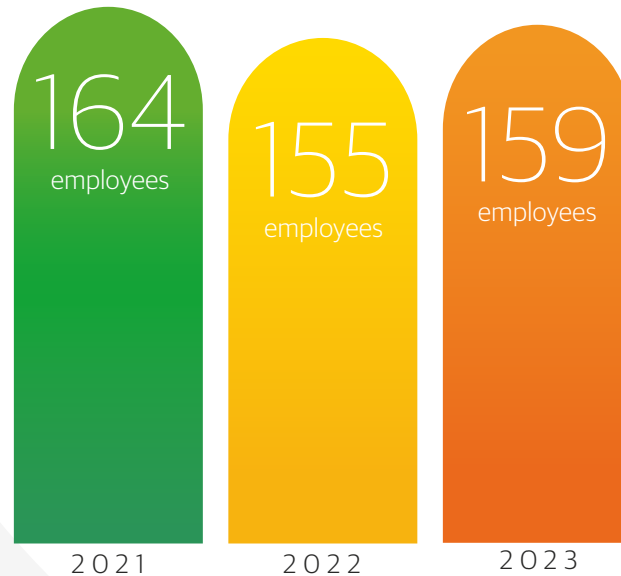


GRI: 2-7, 2-8

Our team

ARM's success is rooted in our team's dedication and passion, essential pillars in our mission to transform the world of mobility. We are constantly implementing leading international practices and tools for recognising, assessing, training, and developing our talent.

Our Team



In 2023, our EPC contractor Construcciones el Condor, which is in charge of the building activities of Functional Units 1 and 2, **hired an additional 16% of its workforce.**



Contractors





We adopted a more efficient digital platform that allows our employees to **improve their experience in administrative procedures.**

Talent Management Model

We assure talent attraction, growth, and retention by promoting a high-performance culture, continuous training, internal professional development, and diversity, as well as adopting particular initiatives to improve our employees' working conditions and well-being.

As a result, we reinforce our commitment through our standards and policies, which serve as the foundation for the values, behaviours, and traits that comprise our culture and guide our employees' behaviour.

In 2023, we embraced digitalisation and implemented a more efficient and secure platform that replaces traditional methods, making management easier and boosting employee experience. This initiative allows employees to access and download their pay slips, employment records, and other documents straight from their mobile devices, thereby simplifying and expediting the process.

Standards and Policies

- Code of Ethics and Conduct
- Human Rights Policy
- Human Resources Policy
- Wage Administration Standard
- Training and Development Standard
- Performance Management Standard
- Recruitment and Selection Standard



High-Performance Leadership

In 2023, we continued implementing a high-impact cultural change. This process aims to improve all employees' commitment, culture and performance in line with ALEATICA's vision. This culture is based on the Leadership Manifesto, which consists of five operational agreements.

High Performance Culture

Goal: To cascade a High Performance Culture in the organisation through the incorporation of new mental models guided by the Leadership Manifesto's five agreements.



"If I have an important message for you, I deliver it in an honest, respectful and timely manner, and I expect the same from you".
Trust is the cornerstone of effective teamwork.



"My truth is my truth and not THE truth".
From an arrogant perspective, I believe reality is how I see it ("My truth is THE truth"). Open to learning, I choose to approach reality with a humble mental model ("My truth is MY truth, not THE truth").



"If it affects US, it is MY problem". I choose to be the protagonist of the story, not a victim, so I focus my attention and energy on my ability to respond to any situation, rather than blaming the environment or others.



"We solve conflicts effectively and make clean escalations".
We negotiate on behalf of the company's interests, not personal positions. I ensure that I make clear requests and agree on concrete commitments. Committing to each other: Knowing who will do what and when is key to achieving results together.



HIGH PERFORMANCE CULTURE



"We are impeccable in the fulfillment of our Commitments". I ensure that I make clear requests and agree on concrete commitments. Committing to each other: Knowing who will do what and when is key to achieving results together.

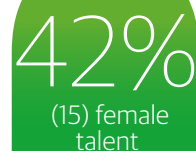
To implement the **Leadership Manifesto**, we developed a training plan based on a corporate People and Culture strategy for executive and middle management to help them internalise the Manifesto's fundamentals, share experiences and strengthen team management.



GRI: 401-1

Talent selection and retention

At ARM we seek to bring in the best talent to achieve the best results. In all of our selection processes, we strive for gender parity among candidates, ensuring equal representation of women and men.



We focus on hiring local talent, recognising the multiple benefits this strategy brings. Prioritising talent from our local communities benefits the regional economy, promotes inclusion and diversity, and creates a more connected and engaged work environment.

To boost job creation in the local area, the following initiatives were taken in 2023:

- **Five employability workshops were held in different municipalities within the project's area of influence, with 196 participants.**
- **We advertised 1,088 job openings on social media, billboards in local communities, and other means available to the concession to keep the communities informed of job opportunities associated with the completion of the works.**

We also set out to make progress in identifying potential mid-level successors. This included mapping talent for the short and medium term (one to three years), as well as closing identified talent gaps.

Using the 9box methodology, leaders provided input on their teams' performance, growth potential, development priorities and succession planning.

¹ More detailed information on recruitment by age and country can be found in the Appendices



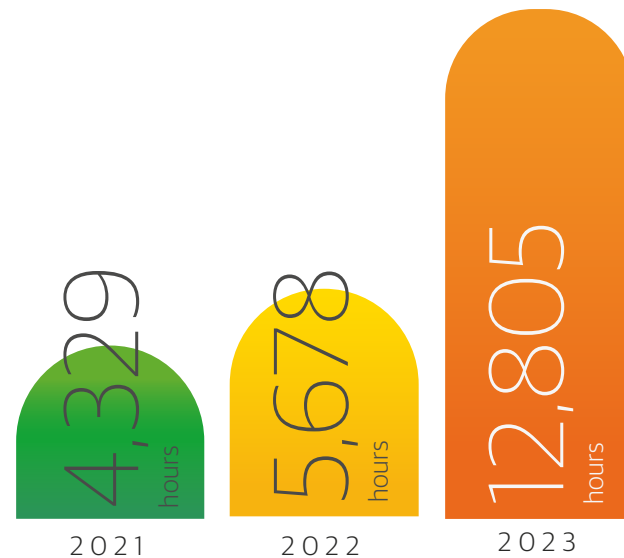
GRI: 404-1, 404-2

Building the Best Team

We value our employees, as they are the ones driving our success. We are committed to their training and development in both technical skills, which are required for the efficient functioning of our infrastructures, and soft skills, which are critical for responding to our customers' dynamics and environment.

This year, training hours increased by 126% over the previous year.

Number of training hours in the last three years²



Men
6,571
training hours (40% vs 2022)



56
hours on
average.

Women
6,234
training hours (130% vs 2022)



89
hours on
average.



1. Training in Technical Competencies Some initiatives that stand out are the Diploma in Excel, in the office automation category, which aims to broaden theoretical and practical knowledge, improve work with these programmes in an agile manner, and provide training in Tax Update, BIM training, evaluation and selection by competencies, IFRS International Standards, IFC Performance Standards, updates to the Code of Administrative Procedure, and Administrative Disputes.

2. Institutional Training. Environmental and Occupational Health and Safety matters stand out. Among other objectives, the aim is to promote self-care and good occupational health and safety practices to prevent risks, work-related accidents and occupational illnesses, as well as to provide training in carbon footprint auditing and internal ISO 14001 auditing.

Internally, our Aula PHAROS training platform enables employees to self-manage their training in a variety of disciplines of their interest, such as Autocad, BIM methodologies, initiation on ISTRAM ISPOL_Roads_v10 [SIC], finance for non-financial professionals, contract manager, corporate financial management, effective time management, communication principles and NLP.

100% of employees trained at the end of 2023.

²More detailed information on training hours by gender and job category is available in Appendices.



GRI: 404-3

Evaluating Our Talent

To ensure that our company has the best talent to meet current and future challenges, we maintained the objective management process in 2023, providing full coverage across executive and middle management levels in defining and reviewing objectives every six months, as well as 97% coverage in setting executive and middle management objectives. In this way, we focus objective management on individual and group contributions to business goals.

On this occasion, we evaluated the Leadership Manifesto competencies outlined in the High Performance Culture programme.



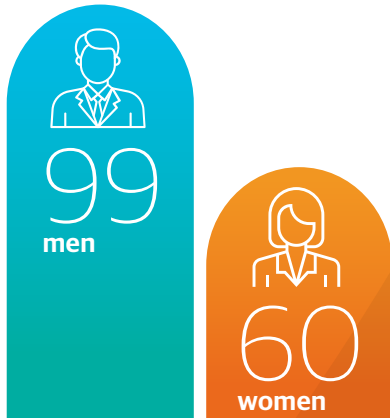
	Number of employees who had a performance review	Percentage of employees who had a performance review
Executives	7	100%
Middle management	23	97%
Administrative/ Operations	NA	NA

ARM, Diverse and Inclusive

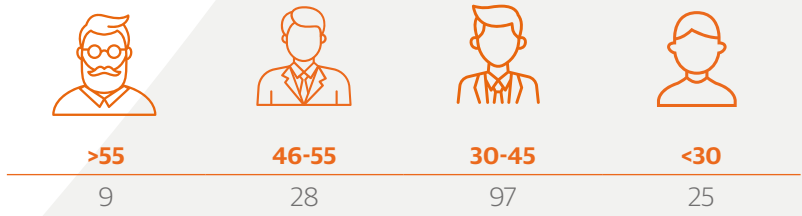
GRI: 202-2, 405-1

ARM is committed to promoting equal opportunities for all, ensuring that every member of our team feels an integral part of our mission, regardless of gender, background or identity. This approach not only enriches our business culture but also drives our innovation and success.

Employees by Gender:



Distribution by age:





At the end of 2023, ARM had no employees with impairments on its payroll. However, we are currently working to ensure that our facilities are equipped to guarantee access for people with reduced mobility. To date, our facilities in the Operations Control Centre have ramps to ensure accessibility.

Our **Diversity, Equity and Inclusion (DEI) strategy** has been actively implemented by our People and Culture group at ALEATICA with the support and advice of expert consultants. By conducting focus groups in ARM across different organisational levels, we have enriched our global perspective on this vital topic.

As a result of these efforts and the outcomes of this exercise, we have been able to identify the fundamental pillars of our **DEI strategy**.



For 2024, we set out **to begin the journey of implementing the Gender Equality Management System (GEMS) and its SILVER SEAL accreditation within the EQUIPARES Programme.**



In 2023, there were no discrimination complaints.



GRI: 405-2

Pay Equity

We are fully committed to gender equity, which includes ensuring fair and gender-equitable remuneration. We strive to systematically identify and address any gender-related wage disparities.

At ARM, we fight year after year to close the wage gap between men and women in order to create a **more equitable and fairer workplace.**

Average gross salary by gender and job category:

 **\$4,838,615**
Average salary in Colombian pesos 2023

 **\$4,717,619**
Average salary in Colombian pesos 2023

Executives

 **\$38,031,029**
Average salary in Colombian pesos 2023

 **\$21,854,789**
Average salary in Colombian pesos 2023

Middle management

 **\$7,223,528**
Average salary in Colombian pesos 2023

 **\$7,557,341**
Average salary in Colombian pesos 2023

Administrative/Operations

 **\$2,315,187**
Average salary in Colombian pesos 2023

 **\$3,323,762**
Average salary in Colombian pesos 2023





GRI: 401-2, 403-3, 403-6

Creating the Best Place to Work



We strive to enhance our team's well-being and quality of life, aspiring to be recognised as "the best place to work", creating an environment that fosters the holistic care of our employees' physical and mental health.

At ARM, all directly hired employees are eligible for benefits such as life and critical illness policies, as well as extra-legal coverage for themselves and their immediate family group, subject to compliance with the insurability requirements of each insurance company.

In addition, we offer a wide range of support programmes, including training, psychological assistance through the Emotional Care Programme (EAP), extended disability coverage, academic leave, vehicle allowances for certain roles within projects, connectivity allowances for hybrid positions, hybrid work for administrative roles with no direct interaction with clients, and gym membership support to promote a healthy lifestyle.

Our wellness initiatives include:

- Gender month celebrations, such as Father's Day and Mother's Day.
- Integration activities and programmes to reinforce a high-performance culture.
- Awards for years of service and academic achievement.
- A week dedicated to health and wellness, along with specific training to improve technical and office skills among our employees.
- We continued to implement the Reimagine programme, which cemented the hybrid working model for administrative staff.

This set of actions and resources is designed to accompany our employees on their path to integral wellness, highlighting our dedication to improving the quality of life within ARM.

Parental Leaves

At ARM, we guarantee the right of each employee to obtain parental leave. In 2023, six employees benefited from this right: two men and four women.

Workday and Contract Types:

We are committed to creating stable jobs. In 2023, 99% of our employees had open-ended contracts and worked full-time.

GRI: 401-3

GRI: 2-7



CATEGORY	CONTRACT		SHIFT	
	Indefinite	Temporary	Full-time	Part-time
Men	98	1	99	0
Women	59	1	60	0



GRI: 401-1

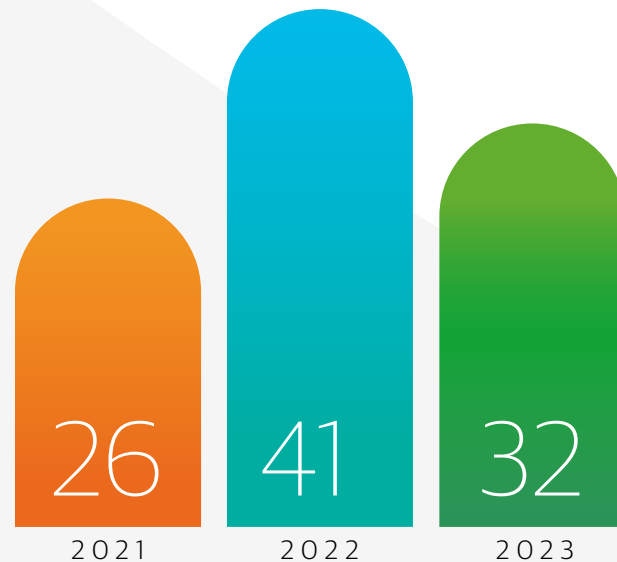
Staff Turnover and Absenteeism³

At ARM, we are committed to reducing turnover and absenteeism. We have achieved this by fostering a work environment that prioritises professional development, a positive work environment and employee safety and well-being.

In 2023, we had 32 staff departures, a **24% decrease** over the previous year, and a turnover rate of 20%, with 10% voluntary:⁴



Employee departures in the last three years



³ More detailed information on absenteeism by country is available in Appendices.

⁴ More detailed information on turnover by age and country is available in Appendices.

Departure by Gender



Departure by Job Category

	Voluntary	Involuntary
Executives	0	0
Middle Management	4	3
Administrative/ Operations	12	13

Our **absenteeism rate** rate in 2023⁵ was **3.17%**, translating into **14,109 hours**.

Hours worked per year 2021	Absenteeism hours 2021	Hours worked per year 2022	Absenteeism hours 2022	Hours worked per year 2023	Absenteeism hours 2023
434,911	4,904	446,400	6,968	445,560	14,109

⁵ Absenteeism hours: Hours within the workday in which there was no employee activity due to excused absences, unjustified absences, unpaid leave, and suspensions (breaks, vacations, and sick leaves are not considered).



GRI: 2-19, 2-20

Remuneration

We are committed to fair and equitable remuneration. This not only ensures that we are in line with market best practices, but also underscores our desire to recognise and appropriately value each of our employees' contributions.

Upon joining ARM, the minimum monthly remuneration is at least the minimum wage in operational positions for both men and women. There is no differentiation based on gender, race, age, or other factors, as stated by Law 1496.

GRI: 2-30

Collective Bargaining

In Colombia, the structure of labour agreements between employees and employers is designed to safeguard employee rights and facilitate mutual understanding. These direct agreements, which are supported by robust labour regulations, allow for the straightforward and tailored negotiation of mutually beneficial working conditions. This setup has resulted in a reduced reliance on national trade union agreements.

At ARM, we are committed to the respect and protection of human rights, the right to free association and the eradication of forced and child labour.

Building a Committed Team

In 2023, we performed our second general Climate Survey to further establish ARM as a place to work where everyone feels engaged, motivated, and aligned with business goals.

96% of our employees participated in the survey. This exercise aims to identify our strengths and opportunities for growth in employee empowerment and engagement across 15 key indicators.

Key indicators

1. Quality and customer orientation	97	9. Employee Engagement	91
2. Clarity and direction	98	10. Autonomy and empowerment	86
3. Trust in Leaders	94	11. Structure and processes	88
4. Enablement	90	12. Performance management	86
5. Resources	92	13. Training	85
6. Respect and recognition	92	14. Development opportunities	78
7. Diversity and inclusion	88	15. Remuneration and benefits	77
8. Collaboration	85		

Scale of performance/favourability

High Favourability: 81-100 - Moderate: Medium 71-80

Opportunity: 51-70 Low Critical: Less than 50

Key results-indicators Survey response rate 96%

Employee engagement



Favourable
91%

Employee enablement



Favourable
90%

Culture



Favourable
88%



Compared to 2022, the 2023 results show an increase in employees' perceptions of the overall dimensions.



Key findings

Strengths

- Our employees recognise that the company is structured and organised in an effective way with understandable goals and objectives.
- Our employees value ARM as a socially responsible company that cares about its employees.
- Our employees value that the company cares about their well-being.
- Our employees recognise good leadership and the allocation of necessary resources.
- Our employees value that the physical conditions of their workplace are good.

Improvement Opportunities

- Our employees recognise the need of balancing time spent on work-related training opportunities.
- The team recognises the need to streamline processes, role coordination, and responsibilities in order to make more effective decisions.



Testimonial



The work climate assessment process helps us identify the organisation's strengths and limitations and allows us to spot opportunities for improvement in all areas, lowering potential barriers to ongoing improvement.

At the same time, this process contributes to creating pleasant work environments that encourage the fulfilment of organisational objectives and goals, driven by assertive organisation, work and passion for the team.

Yenifer Acevedo Herrera, Purchasing Assistant

Our work climate survey allows us to listen to our employees and create **a better place to work.**



Future commitments and goals

During 2024, we will focus on the following actions:

- 1 **Consolidate the high-performance culture** at all levels of the company, encouraging operational agreements in all scenarios, and implementing the strategy in Administrative and Operations roles.
- 2 **Continue with the programme "A day in the life of:"**. The goal is to share experiences better understand ARM's business, and foster a feeling of cross-functional collaboration.
- 3 Ensure measurable progress in succession planning for key positions. **Provide middle management leaders with feedback tools** for performance management.
- 4 **Disseminate the culture of diversity, equity, and inclusion**, and proceed with actions that solidify ARM as a great place to work that is inclusive and diverse, such as implementing the Gender Equality Management System (GEMS) and achieving SILVER SEAL accreditation within the EQUIPARES Programme.





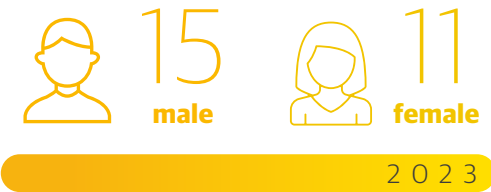
Appendices

GRI: 2-7 **Total Employees by Gender and Job Category:**

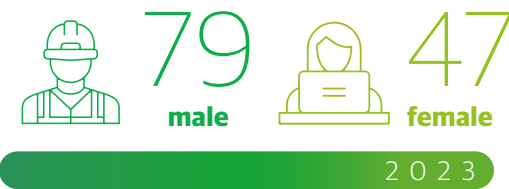
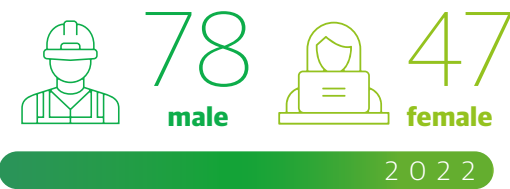
Executives



Middle management



Administrative/ Operations



GRI: 401-1 **Hiring by Age in 2023:**



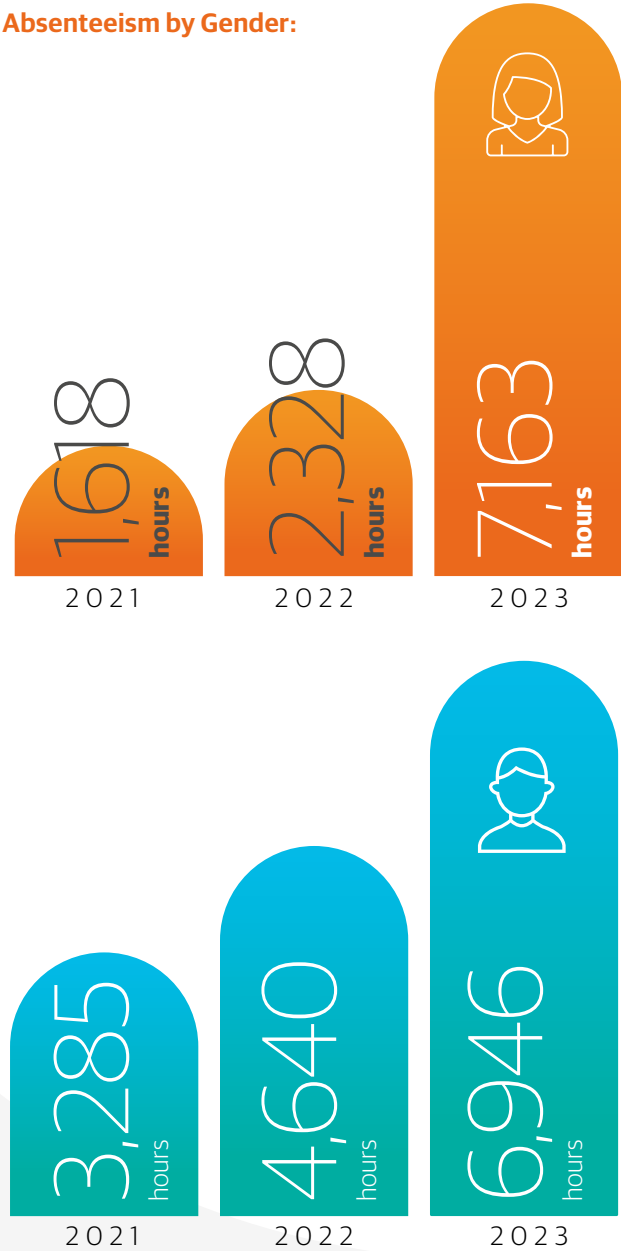
Turnover by age in 2023:





Appendices

Absenteeism by Gender:



Training by Job Category:

GRI: 401-3

Executives		73 Average training hours	11,139 Total hours
Middle Management		48 Average training hours	1,404 Total hours
Administrative/ Operations		37 Average training hours	262 Total hours

2023



GRI Table of Contents

Statement of Use: Autopista Río Magdalena has prepared this report in accordance with the GRI Standards for the 2023 reporting period.
GRI 1 used: GRI 1: Foundation 2021

Strategic Pillar	GRI standard	Description	Page	Comments / Direct response
GRI 1 FOUNDATION 2021				
GRI 2 GENERAL DISCLOSURES 2021				
1. The organization and its reporting practices				
	GRI 2 General Disclosures 2021	2-1 Organizational details	11	
		2-2 Entities included in the organization's sustainability reporting	4	
		2-3 Reporting period, frequency and contact point	4	
		2-4 Restatements of information		There have been no significant changes in processes, policies or data related to this indicator since the last report.
		2-5 External assurance		There is no external verification of this report.
2. Activities and workers				
	GRI 2 General Disclosures 2021	2-6 Activities, value chain and other business relationships	13, 108	
		2-7 Employees	153, 161	
		2-8 Workers who are not employees	153	
3. Governance				
	GRI 2 Contenidos generales 2021	2-9 Governance structure and composition	127	
		2-10 Nomination and selection of the highest governance body	127	
		2-11 Chair of the highest governance body	127	
		2-12 Role of the highest governance body in overseeing the management of impacts	18	
		2-13 Delegation of responsibility for managing impacts	127	
		2-14 Role of the highest governance body in sustainability reporting		Our organization's highest governance body plays a critical role in overseeing and approving our sustainability reporting.
		2-15 Conflicts of Interest	139	
		2-16 Communication of critical concerns	128	
		2-17 Collective knowledge of the highest governance body	127	
		2-19 Remuneration policies	163	
		2-20 Process to determine remuneration	163	



Strategic Pillar	GRI standard	Description	Page	Comments / Direct response
4. Strategy, policies, and practices				
GRI 2 General Disclosures 2021	2-22	Statement on sustainable development strategy	5, 7	
	2-23	Policy commitments	18	
	2-24	Embedding policy commitments	18, 24, 128	
	2-25	Processes to remediate negative impacts	77	
	2-26	Mechanisms for seeking advice and raising concerns	120, 141, 142	
	2-27	Compliance with laws and regulations	127	
	2-28	Membership associations	18, 26	
5. Stakeholder engagement				
GRI 2 General Disclosures 2021	2-29	Approach to stakeholder engagement	18, 24	
	2-30	Collective bargaining agreements	163	
GRI 3 MATERIAL TOPICS				
GRI 3 Material Topics 2021	3-1	Process for determining material topics	18	
	3-2	List of material topics	18	
	3-3	Management of material topics	18	
THEMATIC STANDARDS				
GRI 200 ECONOMIC STANDARDS				
GRI 201 Economic performance 2016	201-1	Direct economic value generated and distributed	16, 136	
	201-4	Financial assistance received from the government		In 2023, we did not receive financial support from the Government.
Passion for the Team	GRI 202: Market Presence 2016	202-2	Proportion of senior management hired from the local community	158
Social and Environmental Sustainability	GRI 203 Indirect economic impacts 2016	203-1	Infrastructure investments and services supported	64
		203-2	Significant indirect economic impacts	97
Corporate Integrity	GRI 205 Anticorruption 2016	205-2	Communication and training on anti-corruption policies and procedures	138
		205-3	Corruption incidents of corruption and actions taken	138
	GRI 206 Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	139
	GRI 207 Tax 2019	207-1	Approach to tax	133
		207-2	Tax governance, control, and risk management	135
		207-3	Stakeholder engagement and management of concerns related to tax	134



Strategic Pillar	GRI standard		Description	Page	Comments / Direct response
GRI 300 ENVIRONMENTAL STANDARDS					
Social and Environmental Sustainability	GRI 301 Materials 2016	301-1	Materials used by weight or volume	83	
		302-1	Total energy consumption within the organization	73	
	GRI 302 Energy 2016	302-2	Energy consumption outside of the organization	71	
		302-4	Reduction of energy consumption	73	
		302-5	Reduction in energy requirements of products and services	73	
		GRI 303 Water and Effluents 2018	303-1	Interactions with water as a shared resource	74
	303-3		Water withdrawal	75	
	303-5		Water consumption	75	
	GRI 304 Biodiversity 2016	304-2	Significant impacts of activities, products, and services on biodiversity	84	
		304-3	Habitats protected or restored	84	
	GRI 305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions	69	
		305-2	Energy indirect (Scope 2) GHG emissions	69	
		305-3	Other indirect (Scope 3) GHG emissions	69	
		305-5	Reduction of GHG emissions	69	
	GRI 306 Waste 2020	306-1	Waste generation and significant waste-related impacts	77	
		306-2	Management of significant waste-related impacts	77	
		306-3	Waste generated	77	
		306-4	Waste diverted from disposal	77	
		306-5	Waste directed to disposal	77	
GRI 400 SOCIAL STANDARDS					
Passion for the Team	GRI 401 Employment 2016	401-1	New employee hires and employee turnover	156, 162	
		401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	161	
		401-3	Parental leave	161	
Safety First	GRI 403 Occupational health & safety 2018	403-1	Occupational health and safety management system	29	
		403-2	Hazard identification, risk assessment, and incident investigation	42	
		403-3	Occupational health services	43, 161	
		403-4	Worker participation, consultation, and communication on occupational health and safety	44	
		403-5	Worker training on occupational health and safety	45	



Strategic Pillar	GRI standard	Description	Page	Comments / Direct response
Safety First	GRI 403 Occupational health & safety 2018	403-6 Promotion of worker health	46, 161	
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	47, 51	
		403-8 Workers covered by an occupational health and safety management system	47	
		403-9 Work-related injuries	48	
		403-10 Work-related ill health	50	
Passion for the Team	GRI 404 Training and Education 2016	404-1 Average hours of training per year per employee	157	
		404-2 Programs for upgrading employee skills and transition assistance programs	157	
		404-3 Percentage of employees receiving regular performance and career development reviews	158	
	GRI 405 Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	158	
		405-2 Ratio of basic salary and remuneration of women to men	160	
Social and Environmental Sustainability	GRI 413 Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	64	
Safety First	GRI 416 Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	58	
		416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	60	
Corporate Integrity	GRI 418 Customer Privacy 2016	GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	122	