



**ALEATICA**

Smart & Sustainable Infrastructure

**WE GO BEYOND**

ANNUAL SUSTAINABILITY REPORT

**ALEATICA 2020**



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AT ALEATICA, **WE GO BEYOND** THE MOBILITY NEEDS OF AN EVER-CHANGING WORLD. WE WORK EVERY DAY WITH THE CONVICTION THAT THE SUSTAINABLE BALANCE OF OUR COMPANY CAN ONLY BE ACHIEVED **IF WE FOCUS ON THE QUALITY OF LIFE OF THE PEOPLE WE TOUCH.**

**THAT IS WHY WE ARE MORE THAN** INTELLIGENT TRANSPORTATION INFRASTRUCTURE SOLUTIONS;

**WE ARE STORIES,  
TRANQUILITY, PASSION,  
COMPANIONSHIP,  
HEART AND GUIDANCE  
FOR EACH AND  
EVERY ONE OF THE  
PEOPLE WHO TRAVEL  
OUR ROADS.**

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# ABOUT

## THE REPORT

[GRI: 102-12, 102-32, 102-50, 102-52, 102-53, 102-54, 102-56]

THIS 2020 ANNUAL SUSTAINABILITY REPORT PRESENTS THE RESULTS OF **IMPLEMENTING SUSTAINABILITY PRACTICES, POLICIES, PROGRAMS AND STRATEGIES**, AS WELL AS THE FINANCIAL RESULTS FOR THE FISCAL YEAR 2020, INCLUDING THE **COMPANY'S ECONOMIC, SOCIAL AND ENVIRONMENTAL PERFORMANCE AND VALUE CREATION.**

The content definition was based on the Materiality Analysis, which was carried out at a global level in some Business Units. The goal is to identify the relevant aspects of our sector for our investor and our main stakeholders, as well as to meet our business objectives and achieve a positive result for the company.

We prepared this report based on GRI (Global Reporting Initiative) standards, Spanish Law, SASB and our control investor, which

adheres to the Principles for Responsible Investment and establishes some indicators aligned with environmental, social and governance aspects.

On its own initiative, ALEATICA decided to include additional GRI indicators that are not verified by a third party, however, it is our commitment to work and report as much non-financial information as possible, as a consequence of improvements in operational processes.

The additional GRI indicators are as follows:

- **Universal:** 102-12, 102-14, 102-18, 102-20, 102-24, 102-25, 102-32, 102-36, 102-40, 102-42, 102-43, 102-44, 102-45, 102-46, 102-47, 102-48, 102-50, 102-52, 102-53, 102-54, 102-55, 102-56, 103-1
- **Economic:** 201-1, 202-2, 203-1, 204-1, 205-2, 205-3, 206-1
- **Environmental:** 302-2, 302-3, 302-4, 302-5, 303-3, 306-1, 306-3, 306-4, 306-5
- **Social:** 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 410-1, 411-1, 419-1

### FORWARD-LOOKING STATEMENTS

This document contains forward-looking information and statements about Aleatica Group, including projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations. Forward-looking statements are statements that are not historical facts and are generally identified by the words "expects," "anticipates," "believes," "intends," "estimates" and similar expressions.

Although Aleatica Group believes that the expectations reflected in such forward-looking statements are reasonable, recipients of this document are cautioned that forward-looking information and statements are subject to various risks and uncertainties, many of which are difficult to predict and generally beyond the control of Aleatica Group that could cause actual results and developments to differ materially from those expressed in, or implied or projected by, the forward-looking information and statements.

Forward-looking statements are not guarantees of future performance. You are cautioned not to place undue reliance on the forward-looking statements, which speak only as of the date they were made. All forward-looking statements included in this document are expressly qualified in their entirety by the cautionary statement above. All forward-looking statements included herein are based on information available to Aleatica Group on the date hereof. Except as required by applicable law, Aleatica Group does not undertake any obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

### About ALEATICA and this Annual Sustainability Report:

#### WEBSITE

<https://www.ALEATICA.com/>

#### CHIEF EXECUTIVE OFFICER

Mr. Kenneth Frederick Daley

#### BUSINESS SECTOR

Transportation infrastructure operators

#### ACTIVITY

Pure transportation infrastructure operator of roads, corridors, ports, railroads and airports

#### COUNTRIES IN WHICH IT IS PRESENT

Mexico, Spain, Peru, Chile, Colombia and Italy

#### DISSEMINATION OF THE ANNUAL NON-FINANCIAL INFORMATION REPORT

Website, e-mail and Global Compact website

#### REPORT PREPARATION CYCLE

Annual

#### POINT OF CONTACT

##### Financial Information:

CFO

**Gabriel Núñez**

[gabriel.nunez@ALEATICA.com](mailto:gabriel.nunez@ALEATICA.com)

##### Non-Financial Information:

Global Director of Sustainability and Customer Service

**Vanessa Silveyra**

[vanessa.silveyra@ALEATICA.com](mailto:vanessa.silveyra@ALEATICA.com)

# STEERING

## COMMITTEE'S VISION

[GRI: 102-14]



# 422.5

**MN€ Net Sales**

in 2020 and 568,4 in 2019

# 170.3

**MN€ Profit**

after tax in 2020 and  
174,1 in 2019

## MESSAGE FROM THE CEO

**ALEATICA is a new breed of transportation company, its fit-for-purpose structure as a pure operator of transportation assets allows it to focus exclusively on conceptualizing and operating roads and other transportation assets in Europe and Latin America.**

Our experienced global team has a key goal: provide best-in-class service and safe, sustainable infrastructure solutions supported by cutting-edge technology. This requires a deep understanding of the growth patterns and increasing demands of customers and communities, a knowledge of the evolving role of technology and the urgent need for more sustainable transport solutions.

Our Board approves the company's policies and vision including in relation to sustainability, and therefore, as CEO, I must ensure that the performance of the company is thought of and measured in financial and non-financial terms. The CEO therefore plays a critical role in shaping a corporate culture and how sustainable management is an integral part of that culture. Sustainability must be seen as core to long term performance.

Sincerely,  
**Kenneth Frederick Daley**  
CEO

2020 was an unusual year and it became all about people and taking care of them: our employees, customers, and most vulnerable communities. We made the commitment of not letting go any of our employees because of the COVID-19 sanitary and economic crisis, which we have been able to sustain, amidst the radical decrease in traffic and customers in our mobility infrastructures.

We also developed the COVID-19 Aid Plan through which we attended the most severe needs of vulnerable communities around our Business Units: food security, hygiene and sanitation, and emotional support to households, especially for children and women.

THANK YOU FOR BEING PART OF OUR COMMUNITY AND FOR YOUR INTEREST IN GETTING TO KNOW WHAT WE ACCOMPLISHED DURING 2020, THE YEAR OF PEOPLE AND CARING FOR EACH OTHER.



**8.8/10**  
Average satisfaction survey ratings in 2020

**2,454**  
Employees



Our sustainability strategy has its basis in attending the most material issues, so the COVID-19 emergency drew the direction to where our sustainability efforts and resources needed to be allocated. The projects and programs we had envisioned to implement during 2020, were adapted to the COVID-19 context or substituted for pandemic actions in favor of our employees and communities. Priorities changed, but fortunately they were successfully attended by our global team.

During 2021, we will carry out a Human Rights due diligence and evaluation in our Business Units, for us to implement actions that will make us increasingly active in protecting Human Rights inside and outside the company.

Also, during 2021 we will carry out an adaptation and resilience diagnosis to identify vulnerabilities due to climate change effects and implement the actions, which along with our communities will allow us to better prevent and tackle climate challenges.

We will carry out a technical environmental evaluation, based on our environmental indicators by Business Unit, using Science Based Targets methodology and setting carbon emissions reduction targets for 2030. We are committed to contributing to Greenhouse Gas (GHG) emissions reduction in the localities where we operate.

ALEATICA adheres to the UN Global Compact and is committed to its 10 Principles as a means of operating in ways that meet fundamental

responsibilities in the areas of human rights, labor, environment, and anti-corruption. As you will see throughout our 2020 Annual Report, we have made increased quantifiable total contributions to Sustainable Development Goals (SDGs) targets, and we will continue to do so.

IFM Investors, our shareholder, guides itself by a responsible investment approach, which is closely aligned with the UN Global Compact and the United Nations-supported Principles in

Responsible Investment, to which IFM has been signatory since 2008.

On behalf of the ALEATICA global team, thank you for being part of our community and for your interest in getting to know what we accomplished during 2020, the year of people and caring for each other.

## FUNCTIONAL DIRECTORS



**LILIA IVONNE HERNÁNDEZ**  
Human Resources Director

In Sustainability, HR is key to strengthening the social fabric among our employees and promoting the implementation of permanent programs. Sustainability begins within the company, with the adoption of new measures that respond to current trends and the needs of our employees, reducing the negative impact of their activities on the community and the environment.

**ROBERTO HOMBRADOS**  
Business Development and Support Director

Sustainability is a key component for all Functional and Business Units of the Company. The Business Development growth strategy must take it into account from the moment of acquiring new assets, considering not only their characteristics, but also the internal organization and ALEATICA's ability to deploy its corporate culture globally and consistently, both in the short and long term.

**DIEGO DE LAPUERTA**  
Global Operations Director

An infrastructure concession is a long-term business, and must be managed and maintained with this perspective, as reflected in ALEATICA's vision and mission. In Operations, we will implement the necessary initiatives to reduce our carbon footprint, improve safety, promote sustainable mobility and serve our key stakeholders, including, among others, communities, customers, employees and contractors.

**ANTONIO LORENZO**  
Global Director of Physical and Asset Security

Physical and Asset Security promotes social balance in the communities where the company operates, facilitating its continuity. We meet the security needs of the company, employees and customers, hand in hand with the Public Security Authorities and their areas dedicated to this purpose. We contribute to ALEATICA's sustainability and environmental balance by keeping the roads free of disruptive elements for the customers.

**JUAN BOSCO MARTI**  
Director of Institutional Relations and Communications

ALEATICA's long-term vision conceives sustainability as a pillar that not only drives how we operate, but also how we prioritize and deploy our resources. This sets the tone for our institutional relationships and our communications to employees, customers, strategic allies, governments and regulators. Sustainability keeps us focused on what really matters: the impact of our long-term programs and the deep relationships we are developing with the communities we serve.



**GABRIEL NÚÑEZ**  
Global Finance Director

**PABLO OLIVERA**  
Global Legal Director

**RAFAEL MORENO CELA**  
Global Director of Strategic Planning

**MARCO ANTONIO PADILLA**  
Global Director of Compliance and Risk

**JESÚS PINELO**  
Global Audit Director

**VANESSA SILVEYRA**  
Global Director of Sustainability and Customer Services

In ALEATICA we know that the company performance is not just about its financial accomplishments, we are increasingly aware that the non-financial achievements impact the financial aspect of our Business Units. The long-term performance of the business is now more than ever closely linked to our internal, and external social, and environmental approach, and strategic investment.

The Legal Department permanently advises on compliance with legal and contractual obligations related to Sustainability. It also supports the management team in reaching agreements with the Communities, taking into account their particular idiosyncrasies and organization.

At ALEATICA we believe that in order to generate long-term value, all our assets must operate in a way that reduces their environmental impact and promotes social inclusion. Therefore, sustainability is the backbone of the company's business plan, with programs aligned to materiality criteria, with a common reporting framework and continuously evaluating the impact of our actions.

Sustainability and Compliance are cornerstones of the ethical business, constituting complementary approaches towards the same goal. At ALEATICA, we consider them holistically, merging Environmental, social and governance (ESG) procedures and approaching them as a whole. The convergence of ESG aspects is fundamental, and we have the full support of our Board of Directors, Executive Management, Management and Workforce to innovate, develop and execute international best practices in order to raise the bar and become the benchmark in the industry.

Sustainability means managing our business in an environmentally friendly manner, adding value to our communities and social environment, with the highest standards of integrity and corporate governance. Internal Audit holds an independent status within the organization and is a basic element of the corporate governance structure, as it ensures the effective implementation of the Sustainability strategy approved by the Board, supervising the processes developed by the company and providing recommendations for improvement.

Sustainability is a lifestyle where the most important thing is taking care of the present to ensure a future with opportunities for everyone, while taking care of the planet. In ALEATICA we promote and implement actions and projects that allow us to be agents of well-being within the company, in each Business Unit, and with all our stakeholders, always giving our very best.

## EXECUTIVE COMMITTEE AND REGIONAL DIRECTORS



**JOAQUÍN GAGO**  
Europe Director

Sustainability is essential for ALEATICA, as a key factor to ensure the company's successful performance. This vision must permeate all levels of the company, creating a culture around Sustainability that enables a successful long-term performance. Regional Directors must clearly convey to the different Business Units how important it is for ALEATICA's Board of Directors to care for and focus on the non-financial performance of their respective assets.



**CARLOS LORENZO  
GARCÍA-FAURE**  
Latin America Director

The region under my leadership brings new infrastructure into service, contributing to sustainability by adhering to high environmental standards in design and construction, through complex environmental qualification processes, and social commitment by adapting mobility solutions to the requirements of the communities. We design and build roads for our future customers, prioritizing safety and operational facilities through the best possible corporate governance practices.



**RUBÉN LÓPEZ**  
Mexico Director

In 2020, we promoted the dissemination and understanding of our five corporate pillars, internally and with key stakeholders -Government, Associations and partners-. We supported the definition of strategies of the Business Units and Corporate Governance Bodies to ensure compliance and exceed the expectations set forth in the Annual Business Plan. As a result, we managed the restoration project of the Pueblo Nuevo Mazahua Ecotourism Center in the area surrounding AT-AT and signed the "We Are All Road Safety" Agreement with the Mexican Red Cross.

## BUSINESS UNIT MANAGERS



**DUILIO ALLEGRINI**  
General Manager of Brebemi & Argentea

**JESÚS AZNAR**  
Director of Terminales Marítimas del Sureste - TMS

**RODRIGO BERNAL**  
Director of TeleVía

**LUIS MIGUEL CANAL**  
Director of Grupo Autopistas Nacionales - GANA

**FRANCISCO JAVIER CUESTA**  
General Manager of Vías Urbanas - Autopista Urbana Norte (AuNorte) and Viaducto Bicentenario (VB)

**ÁLVARO ESPINOSA**  
Director of Terminal Cerros de Valparaíso - TCVAL

In modern economies and advanced companies, with the endorsement of corporate governance bodies, the CEO of a company increasingly has the ethical and prospective responsibility to oversee the management and integrated development process with a particular sensitivity to ESG issues that ensures the operational and financial performance of the Company together with the needs of the eco-sustainable development of the context in which it operates, promoting ethical values of valorization of people and of the whole environment in which it operates.

The Business Unit Manager is responsible for ensuring that sustainability criteria, such as environmental care, social responsibility, human rights and inclusion, are present in every project or business decision. Sustainability is a long-term success factor, and the Director is the first to establish in each project or decision a fair balance between financial and non-financial issues.

At TeleVía, our vision is to satisfy the needs of our stakeholders through secure, efficient and transparent transactional management, focused on the protection of our customers' information and on innovation, to ensure that the value we bring to the company and its partners is not only economic, but also contributes to the sustainable development of our business partners, the environment and the community in general.

At GANA, our goal is to maintain a balance in road safety, safety and development of our employees, customers, business partners and suppliers, as well as the communities around us, emphasizing the care of the environment and natural resources, with appropriate risk management that allows us to provide the necessary temporary actions within the framework of environmental, social and economic sustainability in the short, medium and long term.

The implementation of the Sustainability strategy is an obligation for the management teams of ALEATICA's highway concessions to contribute to ALEATICA's global goals and to the UN 2020 SDGs. Our roads must be the most sustainable, with designs and systems that improve mobility, supporting sustainable vehicles, generating electricity from solar energy, ensuring training of our own staff and customers, and thinking big on Sustainability targets up to 50 years from now, with 10-year interim targets.

Nowadays, achieving sustained economic prosperity over time requires being both environmentally and socially sustainable. In this challenge, the General Manager plays a relevant role both in giving guidelines and in supporting the generation of related initiatives. In TCVAL we have implemented the carbon footprint measurement and GHG reduction, as well as an important social management through the projects of the Social Responsibility Board that we integrate with the Municipality and the Port Authority.



**LUIS MANUEL EUSEBIO**  
 Director of Autopista Vespucio  
 Oriente - AVO

Life has taken a sharp turn due to climate change, pandemic and social awareness, which has made us change in all aspects of our daily and working lives. ALEATICA has chosen Sustainability as one of its transcendental pillars of functionality, and as leaders of the concession teams we must guide, instruct and enforce these new rules. The Non-Financial Annual Report brings together all of ALEATICA's activities and policies related to this pillar, guiding us in our mission.

**RAÚL HUMBERTO VITAR**  
 Director of Concesionaria Nuevo  
 Camino Nogales-Puchuncaví -  
 CANOPSA and Puente Industrial

In the stages prior to construction, as well as in the construction and operation of CANOPSA and Puente Industrial, our adherence to sustainability considerations has allowed us to meet the high standards that ALEATICA, its shareholders, the Administration (MOP and other government agencies), our customers and the communities in Chile expect from infrastructure projects. The alignment of our processes has resulted in a design and operation that meet current requirements.

**SALVADOR HUMBERTO LARA**  
 Director of Autopista Atizapán  
 Atlacomulco - ATAT

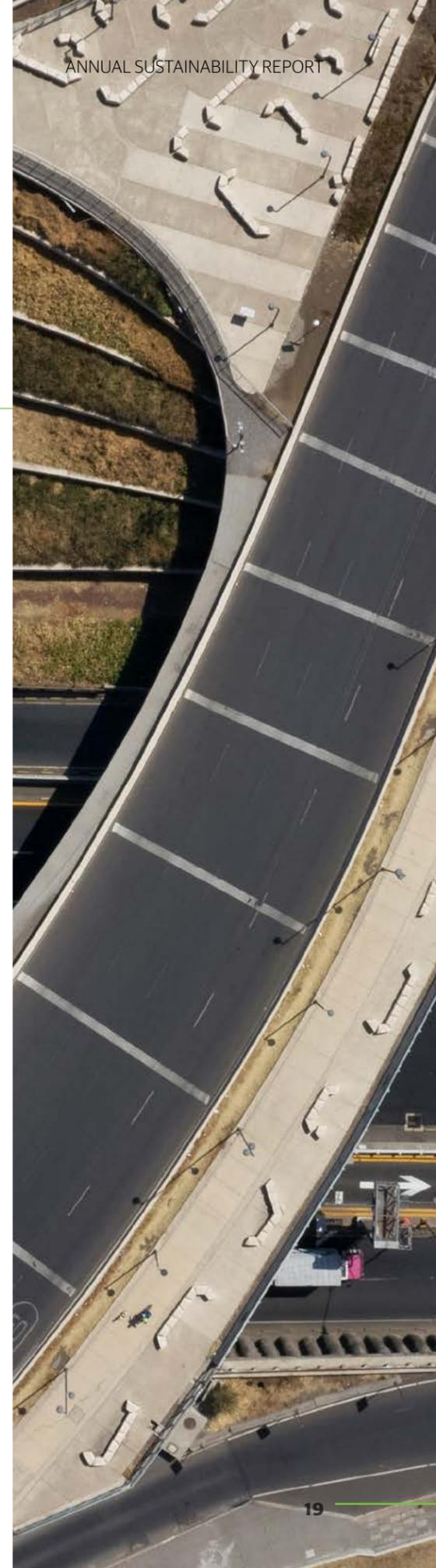
The Business Unit Manager is responsible for developing and promoting projects that provide economic value to the company within a fully sustainable framework, and for taking care of the environmental, social, human and inclusion aspects surrounding them. Sustainability is the overall non-financial information of the company, and the Business Unit Manager is the first to establish in each project a fair balance between the financial and the non-financial.

**GERARDO MERLA**  
 Director of Supervía Poniente  
 - SVP

At Concesión Poetas, the Management intends to pursue the objectives established by the Board of Directors, among which Sustainability is fundamental. In this first stage, we seek to make Sustainability a "life experience" for our employees, customers and stakeholders. We firmly believe that if we are able to create this "sustainability awareness", it will become an important trigger for the next actions we must undertake.

**ÁNGEL MONTES**  
 Director of ALEATICA LABS

ALEATICA LABS aims to design and implement technological solutions, including intelligent traffic management technologies, that respond through innovation to the Group's current challenges in the areas of safety, mobility and sustainability of road transport systems.



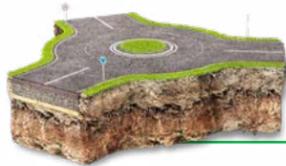
	+		+		+		+		+	
<p><b>RAFAEL MOYA</b> Director of Autopista del Norte - AuNor</p>		<p><b>ALEJANDRO NIÑO</b> Director of Autopista Río Magdalena - ARM</p>		<p><b>JAVIER RODRÍGUEZ</b> Director of Euroglosa M45</p>		<p><b>JORGE ALFONSO RUBIO</b> General Manager of Circuito Exterior Mexiquense - CONMEX</p>		<p><b>JOSÉ IGNACIO URIARTE</b> Director of Terminal de Contenedores de Tenerife - TCTenerife</p>		<p><b>JAIME VARELA</b> Director of Libramiento Elevado Puebla - LEP</p>
<p>Sustainability is one of our pillars and the key to future success. We have a mission to change the world, so our business objectives are not only economic, but also sustainable. Economic growth, the end of poverty and inequality, culture, biodiversity and the environment are concepts that show us the new path. The social impact of our infrastructures is more important than the actual works, so our stakeholders are important and must be considered. The non-financial aspects of AuNor have a great impact on the communities around VR4 and therefore on VR4 itself.</p>		<p>In the search to develop a sustainable project in Autopista Río Magdalena, opportunities for improvement have been identified in the environmental, social and economic areas, allowing us to minimize the negative environmental and social aspects and impacts that could potentially affect the development of the project. We have also strengthened acceptance and increased credibility in the communities of influence and trust among stakeholders, through the implementation of strategies that contribute to ensure the processes.</p>		<p>At the M45 highway we have almost 20 years of experience, but our mindset changed three years ago when we realized that taking responsibility for our environmental, social and governance impacts was essential to our future. Last year saw a significant reduction in the speed limit on our highway and, as a result, our carbon footprint was reduced. Sustainability is central to our work and we continue to evaluate all our activities to improve their ESG impacts.</p>		<p>The Business Unit Leader manages the social license to operate in the surrounding communities and builds long-term relationships by applying ALEATICA's Sustainability guidelines. They also serve as a liaison between CONMEX's Board of Directors and the communities, presenting outreach projects, resulting from social and materiality studies, to the Board of Directors for approval and resourcing, overseeing the implementation of the projects and communicating to all stakeholders the benefits and results obtained.</p>		<p>In line with the Strategic Plans of Puertos del Estado in terms of environment and sustainability, to avoid and prevent severe impacts on the environment due to the growth of transport and logistic activities, TCTenerife will contribute to make the port of Santa Cruz de Tenerife a GREEN PORT. We will achieve economic results in a sustainable way, and reduce environmental and social impacts; we will control air and water quality, noise and waste, and reduce energy consumption through efficiency and green energy measures.</p>		<p>At LEP, we promote and maintain the Corporate Sustainability strategy, seeking greater efficiency in processes, observing ethical behavior to strengthen relationships with our stakeholders (customers, suppliers, society, etc.), managing the risks inherent to the business with a vision in favor of the common welfare, employees and the environment. We are convinced that "small actions in favor of sustainability make big differences between companies".</p>

# ALEATICA SNAPSHOT

## BUSINESS UNITS AND GEOGRAPHIC LOCATION<sup>1</sup>

[GRI: 102-2, 102-4, 102-6, 102-7, 102-45]

# 6 COUNTRIES



### MEXICO

Circuito Exterior Mexiquense  
**110 km**  
**229,557 adt**

Grupo Autopistas Nacionales  
**123 km**  
**30,460 adt<sup>2</sup>**

Viaducto Bicentenario  
**32 km**  
**17,070 aadt<sup>3</sup>**

Autopista Urbana Norte  
**9 km**  
**27,917 aadt**

Atizapán - Atlacomulco  
**74 km**  
**Under construction**

Televisión<sup>4</sup>



### CHILE

Puente Industrial  
**6.5 km**  
**Under construction**

Camino Nogales Puchuncaví  
**43 km**  
**3,478 adt and under construction phase**

Terminal Cerros de Valparaíso  
**6.4 ha**  
**1,168,644 tons**



### COLOMBIA

Autopista Río Magdalena  
**70 km**  
**1,714 adt and under construction phase**



### PERU

Autopista del Norte  
**395.7 km**  
**22,172 adt**



### SPAIN

Euroglosa 45  
**8.3 km**  
**74,027 aadt**

Terminales Marítimas del Sureste  
**36.5 ha**  
**84,441 No. of movements**

Terminal de Contenedores de Tenerife  
**15.3 ha**  
**67,936 No. of movements**



### ITALY

Brebemi  
**62 km**  
**14,286<sup>5</sup> aadt**

1 Only consolidated companies of the ALEATICA Group are reported in the 2020 Annual Sustainability Report. The ones NOT included in this report are: Autopista Vespucio Oriente, Toluca International Airport, Libramiento Elevado de Puebla, Supervía Poniente, Autovía A-2 - Tramo 1, Metro Ligero Oeste.  
2 Average Daily Traffic (ADT).  
3 Average Annual Daily Traffic (AADT).  
4 Business Unit dedicated to Information Technology / Electronic Toll Systems Software.  
5 Only information for November and December 2020 is considered, since it joined the Group on November 1, 2020.

**DATA <sup>1</sup>**

[GRI: 102-7, 201-1; Spanish Law (11/2018): 1]



**422.5**

**MN€ Net Sales**  
in 2020 and 568.4 in 2019

**2,454**

**Employees**

**170.3**

**MN€ Profit**  
after tax in 2020 and  
174.1 in 2019

**5,283.2**

**MN€ Investment**  
assets in 2020  
and 5,139.5 Mn€ in 2019

**4.6**

**Trillions**  
veh-km in annual traffic<sup>2</sup> in 2020  
and 6 trillion veh-km in 2019

**-24%**

**veh-km**  
due to the COVID-19 effect and  
population confinements.

Country	2020		2019	
	Sales	PAT*	Sales	PAT*
Mexico	<b>269.9</b>	230.0	<b>429.9</b>	223.3
Spain	<b>37.3</b>	(60.6)	<b>41.3</b>	(56.1)
Chile	<b>40.5</b>	4.3	<b>33.3</b>	1.2
Colombia	<b>28.4</b>	18.3	<b>19.0</b>	(6.8)
Peru	<b>34.1</b>	(20.6)	<b>44.9</b>	29.3
Italy	<b>12.3</b>	(4.6)	-	(19.0)
Luxembourg	-	3.5	-	2.2
Other	-	(0.1)	<b>568.4</b>	174.1
<b>Total</b>	<b>422.5</b>	170.3	<b>510.1</b>	170.3

<sup>1</sup> All figures are from the end of 2020.

<sup>2</sup> Brebemi companies are not included since they were incorporated on November 1, 2020; the November figure is 25,296 and the December figure is 28,800.

\* Profit after tax



**ALEATICA**

Smart & Sustainable Infrastructure

**MORE THAN JUST AN  
INFRASTRUCTURE COMPANY,**

**WE ARE THE  
CONNECTION  
OF MILLIONS  
OF PEOPLE,  
INDUSTRIES,  
TOWNS AND  
CITIES.**



## OUR BUSINESS

[GRI: 102-2, 102-4, 102-6, 102-7, 102-15, 207-4, 413-1]

### CORPORATE PHILOSOPHY

GRI: 102-16

AT ALEATICA WE PROVIDE THE INTELLIGENT INFRASTRUCTURE SOLUTIONS THAT A WORLD ON THE MOVE REQUIRES.

WE WORK EVERY DAY TO IMPROVE THE QUALITY OF LIFE OF OUR CUSTOMERS AND EMPLOYEES AS WELL AS THE CONDITIONS IN OUR ENVIRONMENT. WE DEVELOP TECHNOLOGICAL PROJECTS FOR SUSTAINABLE MOBILITY AND GENERATE ALLIANCES WITH ORGANIZATIONS COMMITTED TO CARING FOR THE ENVIRONMENT.

THROUGH OUR ACTIONS, WE CREATE SAFE PATHS. IN THIS WAY, THE PILLARS OF THE COMPANY ARE STRENGTHENED IN ALL OUR ACTIONS AND PROJECTS.



### SAFETY FIRST

Safety is and always will be our top priority. We take care of every customer, every person and every employee. It is an attitude present in ALEATICA's culture.



### PASSION FOR THE TEAM

Our people, with their commitment, passion and vision, make it possible to achieve the results and the mission we set out as a company. We recognize effort, commitment and collaboration. We enjoy both work and personal life.



### SERVICE EXCELLENCE

Our *raison d'être* is people, we owe it to them. We take care of our customers. We apply a systemic and innovative approach to provide a high added value service. We are allies of our customers.



### SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

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



### TRANSPARENCY AND CORPORATE GOVERNANCE

We apply the highest standards of corporate governance. We adopt the best international practices to guarantee transparency. We seek efficiency and integrity in the service we provide, guaranteeing our customers the best quality of service.

## SUSTAINABILITY MANAGEMENT

[GRI: 102-12, 102-15, 102-16, 102-29, 102-43; Spanish Law (11/2018): 1, 2

**WE WORK EVERY DAY TO IMPROVE THE QUALITY OF LIFE AND CONDITIONS IN OUR ENVIRONMENT, WE DEVELOP TECHNOLOGICAL PROJECTS FOR SUSTAINABLE MOBILITY AND GENERATE ALLIANCES WITH ENTITIES COMMITTED TO ENVIRONMENTAL CARE.**

For ALEATICA, if what we generate is not sustainable, it is not development.

We are members of the Global Compact Mexico and Spain, a United Nations initiative that invites companies and organizations to align their strategies and operations with ten universal principles on human rights, labor standards, the environment and anti-corruption.

This initiative promotes the **Sustainable Development Goals (SDGs)** of the 2030 Agenda in the private sector, with the aim of generating an international movement of sustainable companies in alliance with governments and civil society to achieve the sustainable development of our planet. We contribute directly to some of the 169 targets of the 17 SDGs and indirectly to additional targets of the established by the **United Nations Development Program (UNDP)**.

Our goal is to improve year after year based on the feedback that the Global Compact gives to our reporting and the new international Sustainability guidelines and standards.

In April 2020, the Global Sustainability Management developed -and currently implements- ALEATICA's **Sustainability Policy and Standard**, which seeks to be an agent of well-being that contributes socially and environmentally. To this end, it develops social and environmental programs and projects that respond to the identified needs to generate a positive and measurable impact on society and the environment and, in turn, contribute to the sustainability of the business.



## OUR PRINCIPLES

**Add value** to all ALEATICA's stakeholders, such as customers, communities, shareholders, employees and third parties, through internal and external social and environmental investment.

**ALEATICA's integrated social and environmental sustainability culture**, based on the implementation of national and international standards.

**Compliance with social and environmental regulations** and other legal requirements applicable to the organization.

**Respect, protection and promotion** of the human rights of the company's stakeholders.

## SUSTAINABILITY COMMITMENTS

[GRI: 102-20]

- Implement a **Strategic Sustainability Plan** that allows us to diagnose and prioritize internal and external social and environmental needs.
- Collaborate with all areas of the organization to develop programs and projects to address the most relevant issues, as well as to evaluate the impacts.
- Assess the physical and transitional risks associated with climate change and contribute to the reduction of carbon emissions, waste and polluting materials, as well as energy efficiency, through projects, actions and initiatives.
- Support the implementation of the **Safety First Plan** by providing road safety education training to communities, neighbors and customers.
- Conduct sustainability workshops aimed at integrating the culture of sustainability for stakeholders, on internal and external sustainability issues.
- Comply with the **Sustainable Development Goals (SDGs)** of the 2030 Agenda, since ALEATICA is a member of the United Nations Global Compact.
- Periodically report to stakeholders on the actions implemented and the results in terms of social and environmental sustainability, as well as the impact generated.
- Allocate economic, human and technical resources that have a positive impact in environmental and social terms.
- Communicate internally and externally, the implemented programs and projects, as well as the impact generated in terms of sustainability.

As a result of the above, the Global Directorate of Sustainability and Customer Service implements the Strategic Sustainability Plan based on a methodology composed of three phases:

1

### DIAGNOSIS.

Through a Materiality Analysis, which aims to identify the most relevant issues for internal and external stakeholders, as well as the social and environmental needs of each business unit and the corporation.

+

2

### PROJECT MANAGEMENT AND SOCIAL ACTION.

Identified relevant issues will be prioritized and addressed through social and environmental projects and/or actions, which in turn allow us to prevent risks, comply with applicable laws, and meet the needs of the communities and the expectations of our investors and stakeholders.

+

3

### IMPACT EVALUATION.

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

## MATERIALITY ANALYSIS

[GRI: 102-40, 102-42, 102-43, 102-44, 102-46, 102-47, 103-1, 103-2]

The analysis of materiality or relevant sustainability issues is a strategic value creation process that allows the identification of economic, social and environmental issues for ALEATICA and its stakeholders.

The methodology used for ALEATICA's Materiality Analysis at a global level includes the following activities:

- Reviewing ALEATICA's business objectives to identify the goals that have been set.
- Reviewing public information from relevant competitors in the infrastructure, ports, airports and road concessionaires sector to understand what sustainability issues they are focusing their efforts on and to understand the sector's priorities.
- Identifying global risks by Risk Management and aligning material issues.
- Identifying relevant stakeholders to gather opinions and perceptions on relevant issues to be prioritized by ALEATICA at a global level.
- Having the company's main management of all Business Units assess and prioritize key issues.
- Gathering information through surveys to key stakeholders.
- Analyzing standards and indicators requested by investors on environmental, social and governance agenda.
- Validating results and prioritizing sustainability issues at a global level.

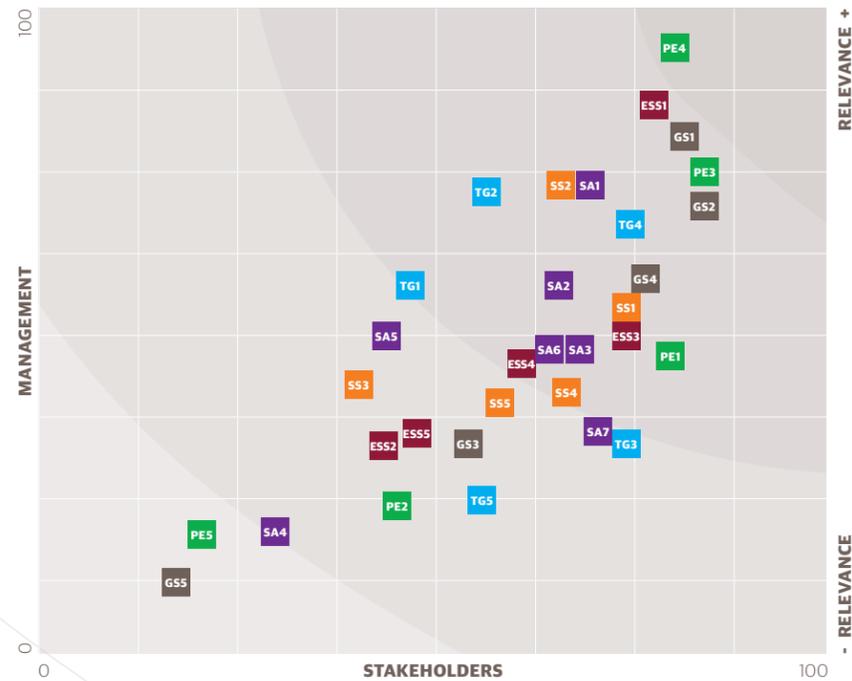
The following stakeholder groups were identified:

- Senior Management (CEO and Regional Directors)
- Functional Management
- Business Unit Managers
- Investors
- Area Managers
- Employees
- Financial Institutions
- Strategic Suppliers
- Strategic Alliances

Once the stakeholders were identified, the sample was defined and a survey was designed with a list of material topics that included relevant issues of the three sustainability axes (environmental, social and economic), taking into account relevant issues pertaining to the sector and the context.

The results obtained from the application of the survey, as an opinion, and from the analysis of external factors (media, trends and global risks) were weighted to build the following materiality matrix.

The material issues on which we focus our efforts, align our Sustainability Strategy and prioritize in this 2020 Annual Sustainability Report, are as follows:



PILLAR	NO.	CODE	TOPICS
Sustainability Management	1	GS1	Strategy and Sustainability Committee
	2	GS2	Stakeholder management
	3	GS4	Due Diligence Processes
Service Excellence and Safety First (customers)	4	ESS1	Operating model and business continuity
	5	ESS3	Emergency management
	6	ESS4	Road infrastructure maintenance
	9	PE1	Working conditions and work environment
Passion for the Team and Safety First (employee)	7	PE3	Occupational health
	8	PE4	Occupational safety
	9	PE1	Working conditions and work environment
Social Sustainability	10	SS1	Human Rights
	11	SS2	Citizen safety and road safety education
Environmental Sustainability	12	SA1	Adaptation to climate change
	13	SA2	Energy management and consumption
	14	SA3	Water management and consumption
	15	SA4	Materials management and consumption
	16	SA6	Greenhouse Gas (GHG) emissions management
	17	SA7	Biodiversity Protection
	18	TG2	Risk management
Transparency and Corporate Governance	19	TG3	Regulatory assessment and compliance
	20	TG4	Business ethics and anti-corruption

For creating this matrix, the Y axis considered Senior Management (CEO and Regional Directors), Functional Directors, Business Unit Managers and Investors. On the X axis, the following stakeholders were considered: Employees, Financial Institutions, Strategic Suppliers, Strategic Alliances, Government, Communities and Materiality in Business Units.

- Transparency and corporate governance**
  - TG1 Structure and governance
  - TG2 Risk management
  - TG3 Legal evaluation and compliance
  - TG4 Business ethics and anti-corruption
  - TG5 Transparency and tax management
- Passion for the team and seguridad es primero (employees)**
  - PE1 Work conditions and work environment
  - PE2 Talent management
  - PE3 Work health
  - PE4 Work safety
  - PE5 Diversity, inclusion and gender equity
- Social sustainability**
  - SS1 Human Rights
  - SS2 Civil safety and road education
  - SS3 Social investment in communities
  - SS4 Social and cultural participation
  - SS5 Economic and local development
- Sustainability management**
  - GS1 Sustainability Strategy and Committee
  - GS2 Stakeholder management
  - GS3 Indicators control and monitoring
  - GS4 Due diligence procedures
  - GS5 Sustainability reporting
- Environmental sustainability**
  - SA1 Adapting to climate change
  - SA2 Energy management and consumption
  - SA3 Water management and consumption
  - SA4 Materials management and consumption
  - SA5 Waste management
  - SA6 GHG emissions management
  - SA7 Biodiversity protection
- Service excellence and seguridad es primero (customers)**
  - ESS1 Operations model and business continuity
  - ESS2 Customer experience
  - ESS3 Emergency management
  - ESS4 Maintenance of road infrastructure
  - ESS5 Informatic security and cybersecurity



In order to extend the Sustainability strategy and have clear guidelines in each Business Unit, we have ensured that we have greater participation and control in the group when implementing this materiality exercise in the Business Units.

In 2020, we concluded the exercise in all Business Units in Mexico and Peru, where the most relevant material issues were identified. Based on this analysis, in 2021 the Business Units will focus and prioritize their attention through projects and actions that address the following material issues.

				MEXICO				PERU	
	CONMEX	VIADUCTO BICENTENARIO	URBANA NORTE	GANA	ATAT	SUPERVÍA	LEP	TELEVÍA	AUNOR
Occupational health and safety	☑	☑	☑		☑	☑	☑	☑	☑
Emergency management									
Ethics and integrity	☑	☑	☑		☑			☑	☑
Environmental legal compliance	☑	☑	☑	☑	☑	☑	☑		
Road and civil safety	☑	☑	☑	☑		☑	☑	☑	☑
Risk management				☑				☑	☑
Customer experience	☑	☑	☑					☑	☑
Social license	☑					☑	☑		
Safety and infrastructure		☑	☑	☑		☑	☑		
Cybersecurity protocols							☑	☑	
Biodiversity protection and conservation				☑	☑	☑			
Social investment and actions for vulnerable groups (communities)					☑				
Agreement compliance for damage to communities					☑				
Social safety				☑					
Resilient and sustainable infrastructure									☑

## NEW ACQUISITIONS

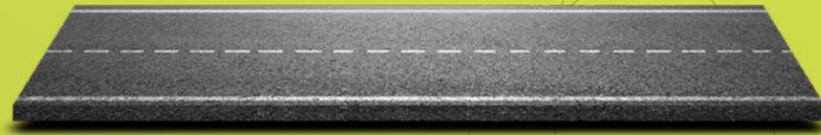
[GRI: 102-2, 102-4, 102-6]

In October 2020, ALEATICA acquired Brebemi, the 62 km A35 toll road connecting Brescia and Milan from the A58 outer beltway in Milan (western side) to the A4 highway in Brescia (eastern side), serving one of the richest and most industrialized areas in Italy. This is a strategic connection that provides access to Linate airport from the East and to several distribution and logistics centers between Milan and Brescia (more than 900,000 m<sup>2</sup> of warehouses in operation or under construction for Amazon, LVMH, DHL, Esselunga, and YNAP, among others).

The concession was signed in 2007, work began in 2009 and was completed in 2014, marking the inauguration of the A35 toll road. The A35 - A4 connection was subsequently completed in 2017, significantly improving Brebemi's connectivity with the rest of the road network.

This acquisition signifies ALEATICA's entry into the Italian market and strengthens our track record in developing and operating transportation infrastructure in Europe and Latin America. With this investment, we increase our asset portfolio to 20 concessions in six countries (15 toll roads), consolidating our position in the global infrastructure market as a leading provider of sustainable transportation solutions.





**MORE THAN 933.5 KILOMETERS  
OF INFRASTRUCTURE,**

**WE ARE THE  
PEACE OF MIND  
OF RETURNING  
HOME SAFELY  
EVERY DAY.**

SAFETY IS OUR TOP PRIORITY, ALWAYS. WE TAKE CARE OF EVERY CUSTOMER, EVERY PERSON, ALWAYS. IT'S AN ATTITUDE EMBEDDED IN ALEATICA'S CULTURE.



## SAFETY FIRST

[GRI: 103-2, 403-9, 416-1]

### DATA\*

[GRI: 403-9; Spanish Law (11/2018): 30]



# 54

Registered work-related accidents

## -5%

from 2019 (57 accidents) to 2020<sup>1</sup>



# 799

Registered injuries (including traffic accidents)

## -36%

from 2019 (1,255 injuries) to 2020



Fatalities

# 75

in customer accidents<sup>2</sup>

## -13%

from 2019 (86 fatalities) to 2020

# 2

Employee and contractor fatalities

# 1

CONMEX Business Unit employee

# 1

CONMEX Contractor



# 8,300

COVID-19 antibody rapid tests

# 61,436

Euros

Investment in PPE for COVID-19

# 1

COVID-19 Deaths

GANÁ Business Unit employee



# 35,963

Safety training hours

## +175%

from 2019 (13,078 hours) to 2020



At ALEATICA, Safety is our priority. Therefore, during 2020 we have consolidated our Safety strategy, which will position us as a reference in this area in the coming years. This allows us to operate responsibly, avoid risks for our employees and our customers, and ensure the Sustainability of our business. For this reason, along with regulatory agencies, critical suppliers and industry associations, we create a culture of safety and good practices in our operations.

Our goal is to achieve excellence in Safety and become a benchmark in our industry, for our customers and our employees.

\* All figures are from the end of 2020.

<sup>1</sup> In Brebemi, there were no occupational accidents in the months of November and December 2020.

<sup>2</sup> The number of road accidents has been reduced by a higher percentage due to the drop in traffic on the tracks due to the COVID-19 effect.

Safety Management was consolidated in 2019, and during 2020 it has focused its efforts on promoting all the projects contained in the **Safety First Plan**, aimed at each of our identified stakeholders.

**TO ENSURE COMPLIANCE IN ADAPTING THE SMS, WE FOLLOW UP IN EACH OF THE COUNTRIES AND BUSINESS UNITS, IDENTIFYING THE BUSINESS UNITS THAT ARE ALIGNED WITH THE ISO 45001 STANDARD.**



The programs and initiatives we have developed for each of our stakeholders are as follows:

	+		+		+		+	
<b>EMPLOYEES</b> Near Miss project Job Hazard Assessment Alive Pilot Project		<b>CUSTOMERS</b> PRA 2020-2025 (Accident Reduction Program)		<b>EMERGENCY RESPONSE STAFF</b> Projects of collaboration with first responders identified in society		<b>CONTRACTORS</b> Maintained compliance to IMSR standards		<b>COMMUNITIES AND GOVERNMENT ORGANISMS</b> Project for road safety in schools located in disadvantaged areas

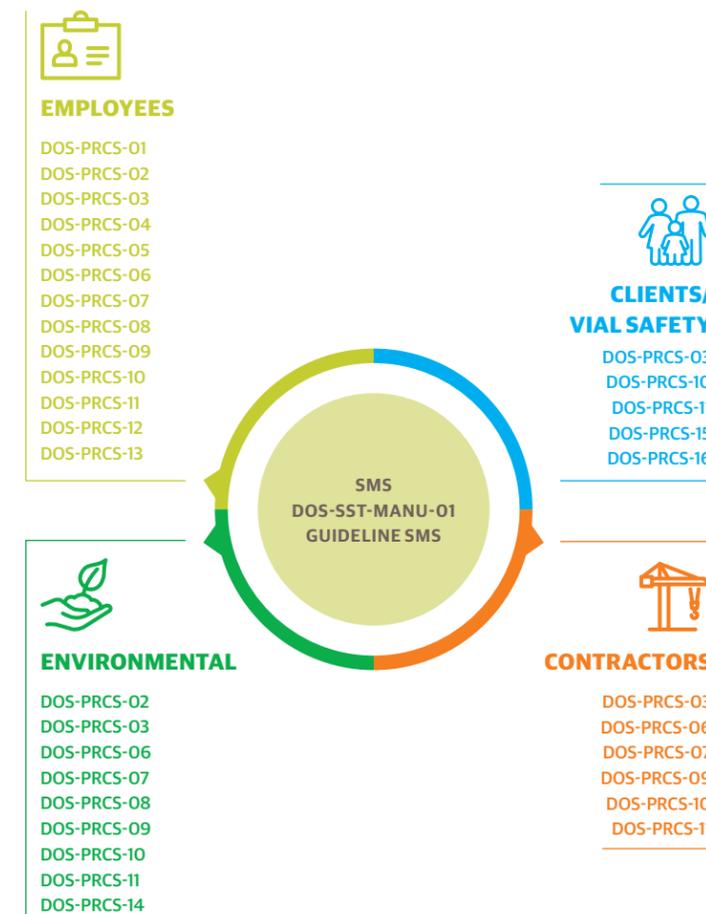
## COMPREHENSIVE HEALTH AND SAFETY SYSTEM

[GRI: 103-2, 403-1; Spanish Law (11/2018): 29]

In January 2020 we started the expansion of the **GLOBAL Safety Management System (SMS)** which establishes the guidelines for managing Health and Safety at ALEATICA Global. The system is based on continuous improvement cycles and is aligned with ISO 9001, ISO 14001 and ISO 45001 international standards.

Depending on the degree of Health and Safety maturity, in all Business Units we must adapt the systems to the requirements of the ALEATICA SMS, be it adapting existing procedures or implementing the SMS from scratch. The system consists of 16 procedures and serves our employees, customers, contractors and the environment.

## BOARD SAFETY MANAGEMENT SYSTEM



- DOS-PRCS-01 Identify job hazard assessment
- DOS-PRCS-02 Identify and evaluation of legal requirements and other requirements
- DOS-PRCS-03 Planning, objectives and memory
- DOS-PRCS-04 Internal organization
- DOS-PRCS-05 Training and consultation
- DOS-PRCS-06 Communication, participation and consultation
- DOS-PRCS-07 Following and control
- DOS-PRCS-08 Emergency plan

- DOS-PRCS-09 Accident investigation, incidents and near miss
- DOS-PRCS-10 Registers
- DOS-PRCS-11 Audits
- DOS-PRCS-12 Regulation and permits
- DOS-PRCS-13 Coordination of business activities
- DOS-PRCS-14 Ambiental aspects
- DOS-PRCS-15 Accident investigation, clients. Vial safety
- DOS-PRCS-16 Following and control. Vial safety

## HAZARD IDENTIFICATION, RISK ASSESSMENT AND ACCIDENT INVESTIGATION

[GRI: 403-2; Spanish Law (11/2018): 30]

During 2020, an overall improvement of 5% was obtained in the accident rate of employees compared to 2019:

ALEATICA GLOBAL INDICATORS	2019	2020
Number of occupational accidents with sick leave	57	54
Number of days lost due to accidents with sick leave	1,726*	1,591
Number of accumulated working hours	5,555,629*	5,559,598**
Number of deaths due to occupational activities or illnesses of employees	0	1
Number of contractor occupational fatalities	3	1
Incidence rate (LTIIR, Lost Time Injury Incidence Rate)	2.31*	2.23
Injury Severity Rate (LTISR, Lost Time Injury Severity Rate)	0.31*	0.29
Injury Frequency Rate (LTIFR, Lost Time Injury Frequency Rate)	10.26*	9.88

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on November 1, 2020, only data from November and December 2020 are considered.

\* An adjustment is made to the 2019 numbers as the unconsolidated business units were included and in this report we integrate only the consolidated ones.

\*\* The figure for annual hours worked includes own and temporary employees. In Chile, 264 temporary employees were reported and their hours worked are included in this total.

Of the 54 occupational accidents resulting in sick leave, 11 were suffered by female personnel and 43 by male personnel. This means that, of the accidents accounted for in 2020, 20% are female (15 accidents) and 80% were suffered by male personnel (45 accidents).

During 2020 we decided to go one step further in the Hazard Identification and Risk Evaluation (IPER in Spanish) matrices and, through the activation of the **Job Hazard Assessment** program, we will carry out the implementation of these matrices through work sessions with each and every one of our employees.

In 2020, we generalized the use of the **ALEATICA Safety Reporting (ASR)** platform, through which all accidents and incidents are recorded, allowing us to investigate and identify the root cause of incidents and accidents and to propose corrective measures to address, follow up and close them.

The joint analysis of the data is a great step forward for the area, since it allows to redirect training and education efforts and focus them on the major causes of incidents and accidents.

During 2020, we continued the initiative to communicate Global Lessons Learned, through the institutional mailing created in 2019 (safety@ALEATICA.com). The following are the lessons learned in Health and Safety that have been recorded:

- **Lesson 4:** Avoiding confrontations with customers
- **Lesson 5:** Protecting our employees and contractors' personnel on the road

### Gender of accident victims

**80%**  
male

**20%**  
female



### INJURIES, FATALITIES AND ILLNESSES

[GRI: 403-9, 403-10; Spanish Law (11/2018): 31]

During 2020, through the implementation and improvement of active and passive safety on our roads, we have achieved an overall improvement of 36%, corresponding to 799 injuries, and an improvement of 13%, corresponding to 75 fatalities of customers.

The most frequent causes of 80% of the accidents reported are:



A fatality in the CONMEX Business Unit led to a response plan to improve signage and lane confinements. In addition, all the Business Units' Signaling Manuals were revised, incorporating all the new elements and the recently acquired Cushion Trucks.

Regarding deaths due to work-related illnesses, no events occurred with our own personnel or with contractors. Regrettably, one employee of the GANA Business Unit passed away due to COVID-19.



**GLOBALLY, AN IMPROVEMENT OF 5% WAS OBTAINED IN THE ACCIDENT RATE FOR OUR OWN PERSONNEL WITH RESPECT TO 2019 (57 ACCIDENTS).**



### SAFETY FOR OUR CUSTOMERS

[GRI: 103-2; Spanish Law (11/2018): 57]

For the Global Safety Management, 2020 has been a key year in the development of the **Accident Reduction Programs (PRA in Spanish)**, which establish ALEATICA's road safety strategy for the next five years, treating the accident rate as an integrated element made up of three factors identified as the main precursors of an accident: Road Factor, Customer Factor and Vehicle Factor.

With the above, ALEATICA joins the accident reduction commitment of the **"Decade of Action for Road Safety"**, recently renewed for another 10 years (2021-2030).

During 2020, approximately **8.1 million euros** have been invested, representing an increase of 8.33% compared to the total investments contemplated in the PRAs at the global level.

The investments contemplated in the PRA (2020-2024)

**94.5**  
million euros

**33.4\***  
CONMEX

**4.1\***  
Vías Urbanas

**19.6\***  
GANA

**24.4\***  
ARM

**12.2\***  
AuNor

**0.8\***  
M45

\* Figures stated in millions of euros

## ACTIONS AND INVESTMENTS FOR A SAFE AND EFFICIENT SERVICE

ALEATICA's Technical Management objective is to ensure compliance and monitoring of the contractual indicators during the investment phase, the operation and throughout the life of the Business Unit, with the least possible impact on the customers.

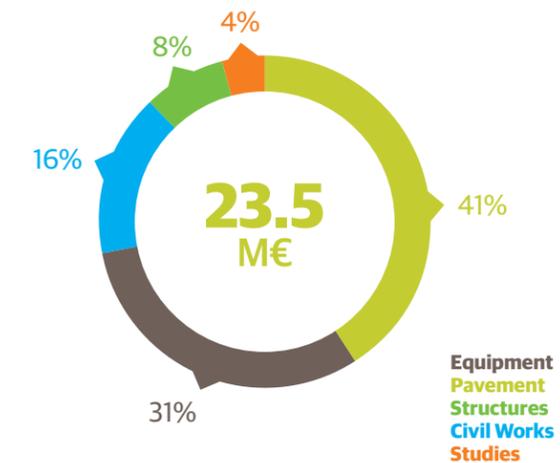
Throughout 2020, the Business Units in the investment phase have carried on with the execution of the main works while, in the Business Units in the operation phase have continued to develop the maintenance works included in the long-term conservation plans of each of our infrastructures.

In order to increase the safety and quality of future service, we have

implemented the following general measures:

- **Improving initial designs by modifying geometry, radii of curvature, camber, etc.**
- **Increasing safety factors considered in the original designs.**
- **Updating the type of lighting to more environmentally sustainable systems**

For the on-site review of contractors, we have established independent supervisions and quality controls that allow us to verify that the actions are executed with quality and guarantee an improvement in the customer's experience when using our infrastructures, always complying with the approved safety plans.



The investment percentage corresponds to the Business Units: CONMEX, GANA, VB, AuNorte, AuNor and M45.

During the bidding processes, the technical evaluation is very important in the final choice of each bidder, that will result in a better quality of the final infrastructure. In those bidding processes where security is relevant due to the nature of the works to be executed, we have included the evaluation of the security strategy and approach as an important element for the final qualification of the bidder.

From the Global Technical Management, we have established regular multidisciplinary meetings in which the Technical and Safety areas of both the Business Units and ALEATICA are present, since we are directly responsible for providing our customers and employees with a safe and efficient transport service.

During major maintenance and in every action we carry out, we strive for an intrinsic improvement of the service to our customers, as well as a reinforcement of safety. We perform periodic inspections and maintenance of all the elements on the road, as well as studies of our assets in order to prevent, optimize and improve our infrastructures.

Among the activities performed at ALEATICA, it is worth mentioning the interventions carried out on the pavement with the aim of providing safe journeys that guarantee the comfort of our customers.

In addition, we contribute to Sustainability, since a well-preserved road helps to reduce emissions from

the vehicles that circulate on it. This allows us to increase, replace and improve the quality of the equipment and the signaling systems in our infrastructures.

All major maintenance actions executed in 2020 were supported by a specific safety plan for their execution.

In 2020, the Global Technical Management has specifically classified the projects focused on increasing and improving Road Safety and Safety in general, as well as the projects to be executed in the approved PRAs.

## FUTURE ROAD SAFETY STRATEGY

### ROAD FACTOR

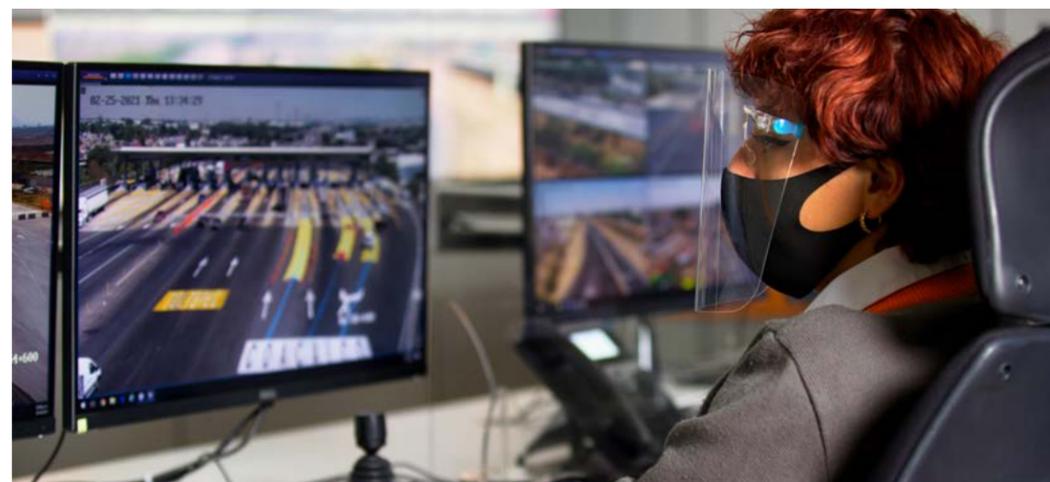
Infrastructure is the most relevant factor in terms of the investment involved. Most of the investments aimed at the road factor will be undertaken by the Major Maintenance area of the Technical Management, which also provides internal expertise. External consultancies, such as the one contracted for the iRAP studies, will be essential to obtain an external perspective.

Improving safety standards will be achieved through actions and initiatives such as road signaling, lateral and frontal contention systems, Intelligent Transportation Systems (ITS), lighting and paving.

### CUSTOMER AND VEHICLE FACTOR

Focusing on the customer and the vehicle is essential to rigorously execute **Accident Reduction Programs**, to address the customers' driving errors, improve the maintenance of vehicle fleets and reduce road accidents.

- Road Safety Programs in communities (School Program). **WE ARE ALL ROAD SAFETY.**
- Health campaigns aimed at customers. Coffee and safe pill.
- Informative campaigns on roads through messages.
- Double collaboration agreements with First Responders (Civil Protection, Red Cross, National Guard, State Police).
- Establishment of Safe Stops and Truck Centers.
- National Guard virtual patrols.
- Accident investigation with virtual reconstruction of events.



## SAFETY FOR OUR EMPLOYEES AND CONTRACTORS

The stakeholder groups receiving the highest priority and attention in terms of safety, along with our customers, are our employees and contractors. The Safety First Plan includes different projects that will help us move towards a cultural change in terms of Health and Safety in the workplace, where each and every person within the organization is aware of the importance of working safely.

### NEAR MISS PROJECT

The **Near Miss** project has been implemented in all ALEATICA Business Units globally through its development in the digital platform **ALEATICA Safety Reporting (ASR)**. This has been an essential step forward for advancing in the cultural change we want to achieve in Health and Safety.

The main objective of this project is to internalize the identification of unsafe actions and conditions, which, if not solved, could materialize in an incident or accident at work in the future. For the implementation of this platform, two modalities have been proposed:



#### REGULAR NEAR MISS

Unsafe acts and conditions of occupational safety. **Launched in November 2020.**



#### COVID-19 NEAR MISS

Unsafe acts and conditions related to COVID-19 transmission prevention. Near Miss COVID-19 has been very novel and unique in that it allows contagion tracking remotely and efficiently. This Near Miss modality was **launched in June 2020.**

### JOB HAZARD ASSESSMENT PROGRAM

The **Job Hazard Assessment (JHA)** program is, together with the Near Miss, the most important program for ALEATICA and its Business Units oriented to its employees.

What we seek with this project is that every worker actively participates in the identification of their hazards and evaluate the risks to which they are exposed. Therefore, this program requires a lot of closeness with the employees to give them confidence and eliminate communication barriers between different hierarchical levels in ALEATICA.

In January 2020, the JHA pilot program was completed in the minor maintenance area of the Urban Roads Business Unit, which was reported in the 2019 Integrated Annual Report. This pilot resulted in the extension of the program globally covering all areas of ALEATICA's Business Units.



**MINOR MAINTENANCE**



**MAJOR MAINTENANCE**



**OPERATIONS**



**TECHNICAL-ADMINISTRATIVE AREAS**  
Human Resources,  
Procurement, Safety,  
IT, etc.



### CONTRACTORS

[Spanish Law (11/2018): 34]

During 2020, we have maintained the strategy established in 2019 whereby the Safety Control Group has continued with the Safety documentary review processes where every contractor must comply with the **Mandatory Safety Requirement (MSR)**.

Up to December 2020, there is a cumulative revised information of 432 contracts. Safety's contractual clauses have been kept up to date for the following items:

- Suppliers
- Minor maintenance/conservation
- Major maintenance
- Greenfield Projects

In turn, specific COVID-19 clauses have been established for all contractors.

Fatal accidents occurring in contractors have decreased by 67% with respect to 2019, decreasing in absolute numbers from three people in 2019 to one person in 2020.

For the coming years, we will continue to maintain a zero-accident target and foster a closer relationship with our contractors, based on our Safety pillar.

At a global level, the scope of the program is as follows:

**2,321**  
Reached employees

**9,480**  
Accumulated employee-hours

**598**  
Nº of accumulated sessions

The program is based on international best practices and is structured according to the continuous improvement cycle with four application phases: plan, do, check and act.

The health emergency caused by COVID-19 led to the suspension of the programs because contact with employees was required and preventive distances set by the authorities had to be observed. Progress was made in the planning phase, which did not require the presence of personnel.

In the third quarter of 2020, we decided to reactivate the program in the CONMEX Business Unit, which has the largest number of employees, and gradually reactivate it in the rest of the Business Units. This reactivation was possible thanks to everyone's effort to maintain the preventive measures against COVID-19 and to be able to establish hybrid training processes (virtual-presential).

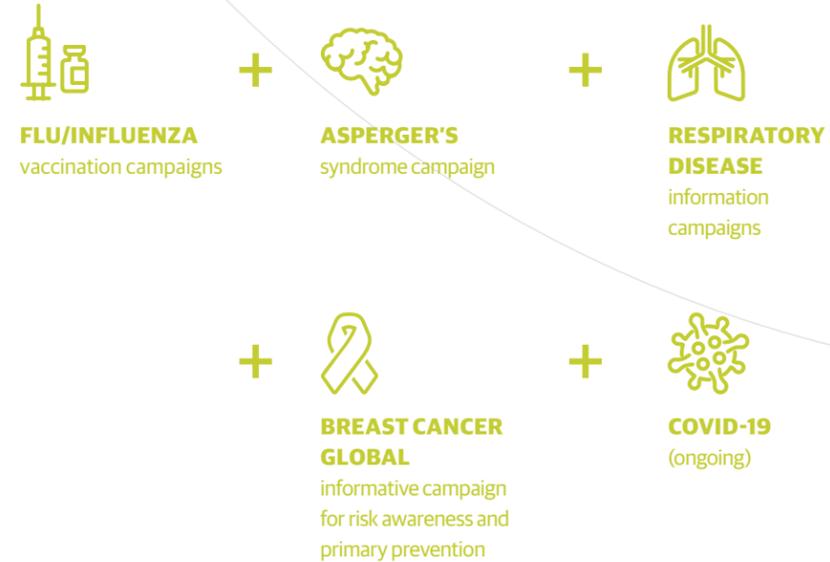
## HEALTH PROMOTION AND HEALTH SERVICES

[GRI: 403-3, 403-6]

2020 involved a double effort from the medical services, as we had to maintain the Health surveillance programs and refocus efforts on COVID-19 prevention/mitigation. During 2020, we performed the following actions:



We conducted the following health campaigns during 2020:



## HEALTH SERVICES

The medical services of the Holding are formally established in the offices of ALEATICA Spain and in the offices of ALEATICA Mexico. In both of them there is a medical director who manages the operation.

In all the Business Units we have health surveillance, either through our own Prevention Service or through an External Prevention Service. The Business Units which, due to their size, do not have this possibility, are assisted through the medical staff of the ALEATICA Spain and ALEATICA Mexico Offices.

During 2020, we decided to adjust the operating strategy of ALEATICA Medical Services in Mexico, achieving the centralization and operation with Implants in each Business Unit, but being dependent on the Holding Company. This was done in order to strengthen the vision of **One ALEATICA** and to unify the action strategies dictated by Corporate regarding the management of Health Surveillance, Health Campaigns and management of the COVID-19 situation.



### COVID-19 HEALTH EMERGENCY PREVENTION AND MITIGATION ACTIONS

In 2020, the health emergency caused by COVID-19 has led to the creation of a common action strategy to establish high levels of prevention and maintain the operability of all Business Units.

**The measures we are taking to address this health emergency are as follows:**

1. Reinforcement of the centralized ALEATICA Medical Services. A total of **5 doctors and 1 nurse**.
2. Creation of a **Health Committee** in April, which has been meeting on a weekly basis since then. This committee monitors COVID in each of the countries where we operate, follows up on the cases of our own personnel and proposes and approves prevention strategies.
3. Internal strategy for the supply of Personal Protective Equipment (PPE) from Mexico to the other countries where we operate, during the month of April and May 2020. The above, due to the shortage of COVID-19 PPE and the excessive increase in prices due to the growth in demand in the countries where the case exposure began.
4. Establishment of a policy of prioritizing employee care in relation to COVID-19, keeping only essential employees in the Business Units to maintain on-site operations. All technical-administrative employees were sent home for home office protocol.
5. Strict monitoring and control of the care of vulnerable personnel with respect to COVID-19, regardless of whether they are administrative or operational personnel, they have been kept at home with full pay and benefits.
6. Design of a traffic light system (green, yellow and red) to rank vulnerable personnel based on diagnosed on disease-related morbidities (obesity, respiratory problems, heart disease, etc.), which affect the severity of the virus infection. Telephone follow-ups are made by the Medical Services every 15 days for red and yellow patients and every month for green patients.
7. Application of rapid tests for antibodies against COVID-19, igG/igM on a monthly basis and also PCR and antigen tests in cases where it is necessary to confirm the result.

**Supply of protective equipment:**

**14,500**  
mask units

**29,000**  
pairs of latex gloves



8. Strategies for reincorporation into the work centers where, through the creation of the Facility Working Group, we have ensured a common strategy and the adaptation of the facilities in the work centers.
9. Development of a COVID-Tracker where the tested, positive and immunized cases are registered in the different work centers, through which we can follow up the employees' quarantines.
10. Creation of two systems aligned with COVID-Tracker to ensure that employees who report to the workplace do not present symptoms of the disease, thus minimizing the risk of contagion in the workplace.

**Self-assessment APP:** is an application through which all employees must perform a daily self-diagnosis before reporting to work.

**TOTEM access control:** TOTEMs with employee facial recognition and temperature recording.

With both daily controls, we activate the access passes.

11. Development of a COVID-19 Induction, also associated with the COVID-Tracker, for 100% of ALEATICA employees and its Business Units.
12. Integration of the Facilities Verification module within ASR, where preventive measures of the different workplaces can be checked on a daily basis. This information serves as internal control and as support for inspections performed by governmental authorities.
13. **Employee Assistance Program (PAE in Spanish).** In collaboration with the Human Resources area, we have implemented a psychological assistance program for employees and their families, in order to meet the needs that have arisen during the pandemic. The medical service has referred patients to the PAE when risk is identified.
14. **NON-CASH protocol.** As part of the COVID-19 strategy, together with the TELEVIA, CONMEX, LEPSA and GANA Business Units, we implemented a program to encourage the use of Telepeaje TAGs to reduce manual transactions, thus avoiding contact with cash, which helps to reduce possible contagions. A total of 7,207 TAG units were given away to encourage their use, thus avoiding contact between cashiers and customers at **236,446 crossings**.



### OCCUPATIONAL HEALTH AND SAFETY TRAINING

[GRI: 403-5]

**24,685**  
hours of specialized  
safety training

During 2020, in Mexico we proposed a centralized Safety training strategy, where the management/organization of the different specialized DC3 type courses was carried out from the Holding Company. This, together with the implementation of online training models to avoid contact between employees, allowed us to increase specialized training hours considerably compared to 2019.

Almost 24,685 hours of specialized safety training were reached, 820% more than in 2019 (6,458 hours). This strategy will continue in Mexico throughout 2021.

In the other countries, the COVID-19 crisis resulted in a 10% reduction; however, the overall increase has been over 75%.

Another essential training in Safety is Road Safety for employees. During 2020, an agreement was formalized with the Mexican Red Cross to provide basic road safety courses in all Business Units. Globally, all of them conducted these trainings through a third party.

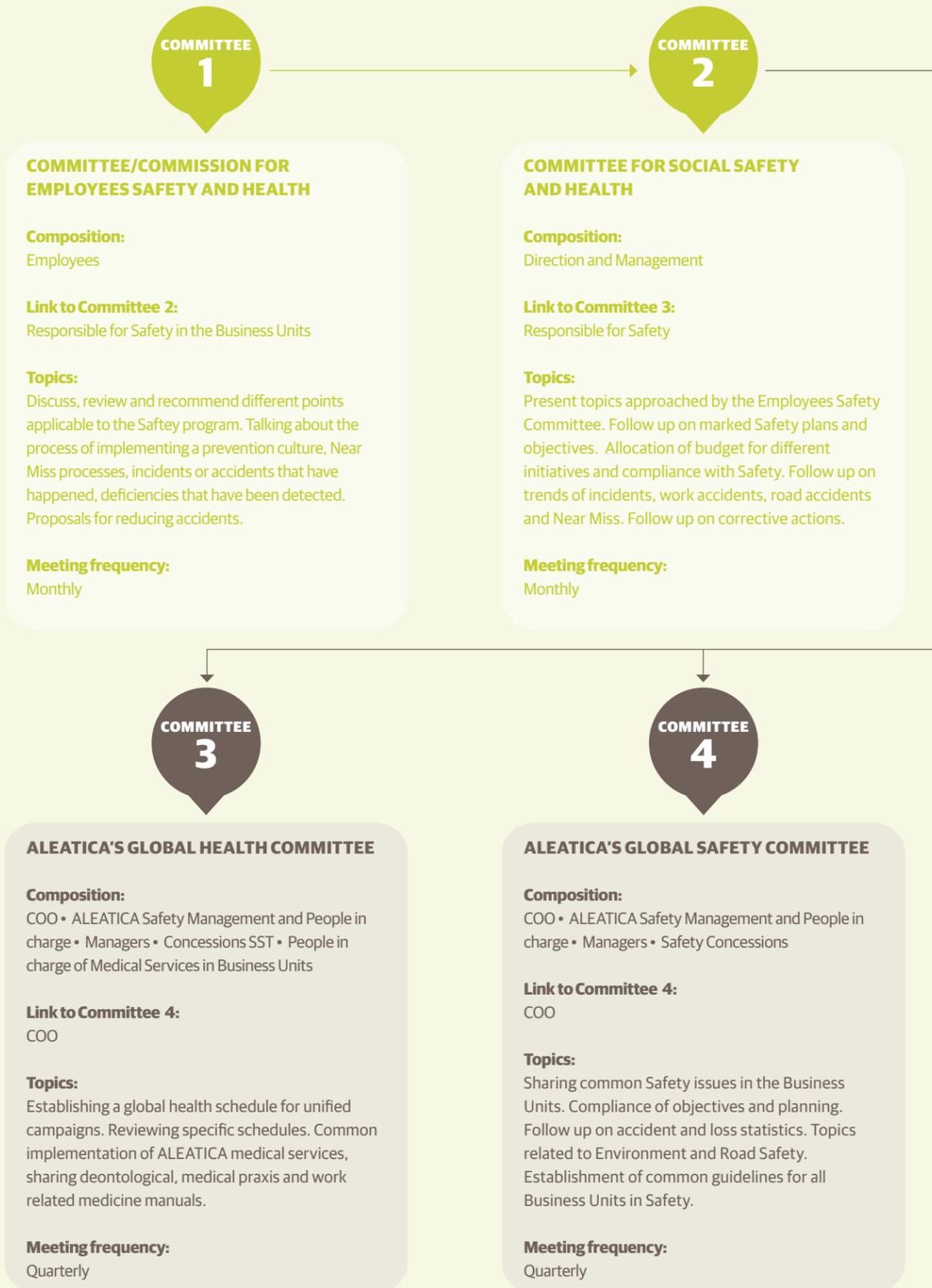
### PARTICIPATION, CONSULTATION AND COMMUNICATION OF HEALTH AND SAFETY SERVICES

[GRI: 403-4]

In 2020, through ALEATICA's Safety First Plan, we maintained the different initiatives for employees that will ensure effective participation.

- Maintenance of employee Safety Committees.
- Safety communication boards.
- Mail [safety@ALEATICA.com](mailto:safety@ALEATICA.com).
- Graphic communication material.
- One ALEATICA monthly newsletter, reinforcing Safety-related notes/articles.

In 2020, we achieved the creation of the 2nd Safety Committee in all Business Units, with the participation of the Business Unit Management, General Management, Safety Management, Finance Management, Operations Management, Legal and Human Resources. This second committee ensures the flow of communication with senior management, which allows for faster decision making and strategy planning.



During 2020, the Global Health Committee with all Business Units (with regular quarterly meeting frequency), held extraordinary sessions during the peaks of the pandemic. Weekly meetings were held between March and July 2020.

As a result of the health emergency, an Extraordinary Health Committee was formed, composed of ALEATICA and IFM personnel, to analyze and establish the most appropriate strategies in the fight against COVID-19.

The so-called Facility Working Groups were formed. These are working groups involving all the Business Units to establish the strategies analyzed and approved by the Extraordinary Health Committee.

In 2021, the creation of the Global Safety Committee is planned, where, globally with all the Business Units, issues of Occupational Risk Prevention will be addressed.



MORE THAN **2,454 EMPLOYEES**  
ON OUR STAFF,

**WE ARE THE  
PASSION THAT  
KEEPS CREATING  
NEW ROUTES.**

OUR PEOPLE, WITH THEIR COMMITMENT, PASSION AND VISION, MAKE IT POSSIBLE FOR US TO ACHIEVE THE RESULTS AND THE MISSION THAT WE SET OUT TO ACCOMPLISH AS A COMPANY. WE RECOGNIZE EFFORT, COMMITMENT AND COLLABORATION. WE ENJOY LIFE, INSIDE AND OUT.



## PASSION FOR THE TEAM

[GRI: 102-8, 102-35, 102-41, 103-2, 202-1, 401-1, 401-2, 401-3, 402-1, 403-9, 404-1, 404-2, 405-1, 405-2]

### DATA\*

[GRI: 102-7]



**2,454**  
employees



**8**  
Female managers



**55**  
employees became parents



**98%**  
Full-time employees



**354**  
employee departures

**1,698**  
men  
+ 13% vs 2019  
(1,497 men)

**+33%**  
vs 2019  
(6 female managers)

**51**  
employees were granted parental leave

**52%**  
Employees on collective bargaining agreements

**15%**  
Staff turnover

**756**  
women  
+ 12% vs 2019  
(647 woman)

**58,530**  
Absenteeism hours

**1%**  
Absenteeism rate



**69,118**  
Training hours  
Local nationality executives

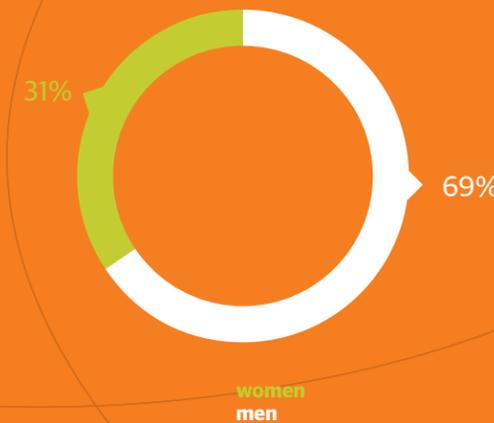


**133**  
Local executives

**90%**  
de la plantilla ejecutiva

**90%**  
of our workforce

DISTRIBUTION BY GENDER OF THE WORKFORCE



\* All figures are from the end of 2020.

Thanks to the commitment and dedication of our employees, we have maintained our customer service levels despite the SARS-CoV-2 pandemic. We owe the successful accomplishment of our Mission to the Human Team that daily turns to the fulfillment of their responsibilities.

At ALEATICA we are committed to applying the highest standards in the management of our employees, to ensure compliance with local and international regulations, to guarantee maximum respect for the principles of human rights and to provide a safe, inclusive and collaborative work environment that allows us to develop the maximum potential of our employees. We are also committed to implementing policies that ensure the hiring of suppliers and third parties, which in turn comply with the principles and regulations of respect for human rights.

We share the Declaration of Human Rights and ensure that, within the company, the behavior of all employees shows full recognition of fundamental human rights, the dignity and value of the human person and the equal rights of men and women. In our mission and actions, we promote social progress, as well as the improvement of the standard of living of employees and society. The Human Resources Policy, in particular, ensures the right to work in fair and favorable conditions and to the enjoyment of the highest possible level of physical and mental health.

**ALL ORGANIZATIONAL LEADERS AND HUMAN RESOURCES TEAMS ARE RESPONSIBLE FOR DISSEMINATING THESE PRINCIPLES AND PROMOTING COMPLIANCE WITH THEM.**

The principles that govern ALEATICA are:

- Compliance with local and international labor regulations. This is the minimum standard we must achieve.
- The safety and well-being of employees are fundamental to enable a productive work environment.
- Zero tolerance for any type of abusive behavior or sexual harassment. We shall always observe this principle for the effective protection of all employees.
- Promoting diversity and equal opportunity in the workforce supports progress toward a more inclusive society and drives stronger business performance. We apply processes that put this principle into practice.
- The right of association and collective bargaining in the workplace must be respected and promoted regardless of local regulations.



**TEAM PROTECTION DURING COVID-19 PANDEMIC**

In January 2020, when we learned that the SARS-CoV-2 virus would reach the countries where we operate, we decided to undertake a disease prevention and control plan that would allow us to protect our employees, reduce the risk of contagion in the workplace, and continue to serve our customers. Thus, since January, we have been informing and training our personnel on the behavior of the virus, contagion, local and global prevention measures, as well as the discoveries made by the world medical community.



From the very beginning, we have been instructing our personnel about care measures, starting with avoiding physical contact, frequently using antibacterial gel and practicing hand hygiene, as well as instructing them to refrain from attending workplaces in the event of any suspicious symptom or if they have had contact with any person who has shown symptoms of the coronavirus within a period of up to 10 days.

Team Safety has been our number one priority. We are committed to protecting our employees above all else, ensuring Service to our customers, and demonstrating the authenticity of our commitment to the well-being of the communities in which we operate.

We created the Health Alert Committee, which is a multidisciplinary team dedicated to gathering information from reliable sources and local medical authorities about the prevention and treatment of the disease, the evolution of the health emergency, as well as determining and ordering the application of preventive and corrective measures to avoid contagion, monitoring the behavior of SARS-CoV-2 in each country where we operate and within ALEATICA, ensuring compliance with local health and labor regulations as well as the guidelines and recommendations of the World Health Organization. This Committee follows up on a weekly basis on the investigation, identification and assurance of the implementation of the health protocols that it launched in March 2020.

The measures to safeguard the well-being and health of our employees are:

- Develop and implement the **Workplace Safety Protocol**.
- Implement work from home for all our administrative employees (vulnerable and non-vulnerable).
- Identify vulnerable operational employees and place them in total confinement at home with 100% pay.
- Provide protective equipment to all of our employees.
- Implement the COVID-19 Tracker tool to identify possible cases of contagion, positive cases, immunizations, hospitalizations and deaths by country and by concession. This tool was implemented with the consent of the employees and in compliance with local laws for the protection of personal data.
- Publish weekly newsletter **A tu lado** that includes media highlights, articles, reinforcement of preventive measures, employee testimonials and a plan to help sustainability.
- Disseminate in One ALEATICA newsletters information related to local initiatives implemented to mitigate the risk of contagion.
- Conduct communication campaigns and trainings to prevent stigmatization of recovered COVID-19 personnel.
- Apply monthly rapid tests to all operational personnel to detect antibodies and antigens in the work centers of our Business Units and apply the necessary protective measures.
- Provide timely medical follow-up in positive, suspected and vulnerable cases by the Medical Team and Human Resources.
- Adapt workspaces in line with the **Workplace Safety Protocol**.
- Install temperature recording TOTEMS in work centers and deploy the self-assessment tool **App COVID-19** on cell phones and in work centers so that employees can validate their health status on a daily basis before going to work.
- Provide education and training focused on the prevention of contagion risks.

As of April 1, 2020 we have implemented an Integral Wellness program, aimed at our employees and their families, to accompany them in facing the emotional challenges caused by the health emergency and to acquire knowledge and skills that facilitate adaptation to this reality. Through virtual means we offer:



**EMOTIONAL SUPPORT**

developing resilience and managing uncertainty, navigating complex situations and gaining resources for adaptation to the New Normal.



**DEVELOPMENT OF "HOME OFFICE" REMOTE WORK SKILLS**

for digital work, communication, flexibility, planning and execution, beating procrastination.



**WORK-HOME BALANCE**

provide resources for stress management, balancing work with home obligations, emotional support for children and teens during the pandemic, self-care and couples counseling.



**FINANCIAL HEALTH**

provide resources for family financial planning, debt and investments.



The table below shows the total attendance at these events and the level of satisfaction of the participants.

PROGRAM	OBJECTIVE	PARTICIPANTS	LEVEL OF SATISFACTION
Emotional Support	Provide support to become more resilient in the midst of a challenging or uncertain time, get resources to adapt to a New Normal. Aimed to employees and families.	1,357	96%
Digital Work / Home Office Skills	Development of "Home Office" skills: digital work, communication, flexibility, planning and execution, effectiveness, beating procrastination	1,175	97%
Work-Home Balance	Get resources to balance work and home obligations, stress management at home, emotional support for children and teenagers during pandemic, self-caring and couple relationship orientation during pandemic	613	95%
Financial Health	Provide support for re-planning family finance, debts, and investments.	336	97%
<b>Total</b>		<b>3,481</b>	<b>96%</b>

In short, we have implemented actions to protect our Team in three dimensions:



**PHYSICAL SAFETY**

Through all the contagion prevention and health care measures and protocols described above.



**MENTAL AND EMOTIONAL SAFETY**

Through the Comprehensive Wellness program.



**FINANCIAL SECURITY**

Our CEO our CEO acquired the public commitment to not reduce salaries nor workforce due to COVID-19.

Regarding the impact that the pandemic has had on our team, the implementation of controls and preventive protocols has allowed us to mitigate the positive cases among employees. We continually reinforce compliance with guidelines and implement disciplinary measures under a zero-tolerance standard for non-compliance that could put the health of other employees, customers, or any other person at risk.



**DURING THE YEAR 2021, WE WILL CONTINUE TO APPLY THE PROTOCOLS FOR PREVENTION AND CONTROL OF CONTAGION, AS WELL AS MEASURES TO PROTECT THE PHYSICAL, MENTAL AND EMOTIONAL HEALTH OF OUR TEAM.**

By the end of 2020, we had accumulated a total of 255 SARS-CoV-2 positive cases, of which 237 had fully recovered and 18 were active. Unfortunately, in 2020 we lost one employee from Mexico to the disease.

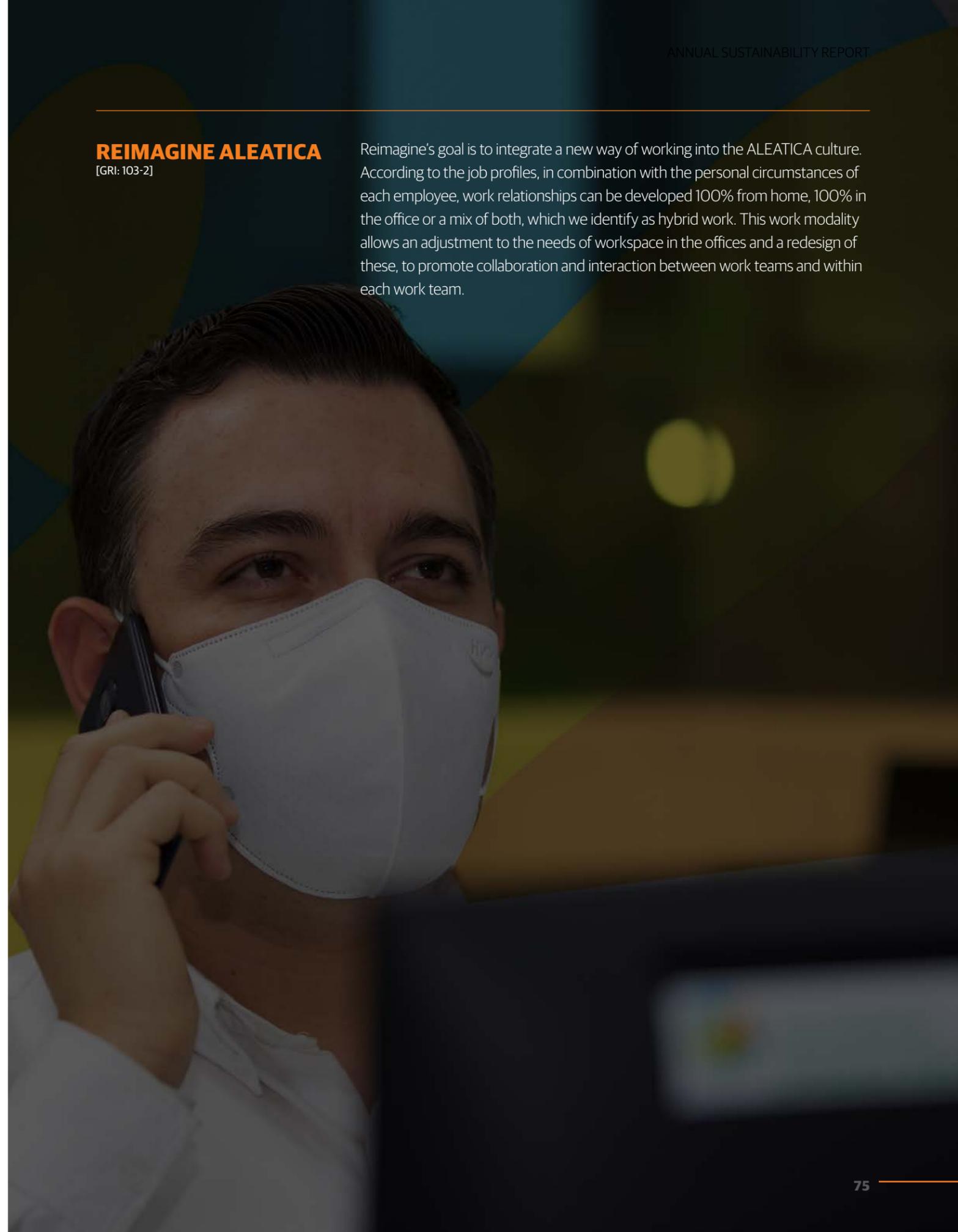
Regarding the administrative staff, who have been performing their activities 100% from home, during 2020 the leaders began to develop skills for the coordination of actions and virtual management of the teams.

We also observed that staff productivity levels remained high and in many cases increased. We noticed that our employees adopted extreme work routines as a result of a completely new way of working. Therefore, at the end of the third quarter of the year, with the support of the CEO and the Executive Committee, we decided to capture the lessons learned from telecommuting and undertook a project called Reimagine ALEATICA, which will bring significant benefits to shareholders, employees and the communities where we operate.

**REIMAGINE ALEATICA**

[GRI: 103-2]

Reimagine's goal is to integrate a new way of working into the ALEATICA culture. According to the job profiles, in combination with the personal circumstances of each employee, work relationships can be developed 100% from home, 100% in the office or a mix of both, which we identify as hybrid work. This work modality allows an adjustment to the needs of workspace in the offices and a redesign of these, to promote collaboration and interaction between work teams and within each work team.



For the development of the project we have integrated a multidisciplinary team and ensured the participation of leaders, employees, shareholders and board members, listening to their voices and opinions to build solutions that ensure sustainable productivity and wellbeing. The project has a comprehensive approach for our office employees, working with four aspects: work schedules, enablers, facility needs and organizational design. The new hybrid work model will be implemented initially in Mexico, Madrid and Peru.

**Reimagine ALEATICA** will allow us to implement a work scheme where our administrative employees will be able to work 2 days a week from home, 2 days at our offices and on Fridays in a flexible scheme, being able to choose one or the other location.

Employees will have a fixed place to work on the days they are required to attend. We will make available to them an application called **MY ALEATICA** that will allow them to plan their work schedules according to the operational needs of the teams and the availability of space in our facilities. It will also provide employees with access to reserve work and parking spaces if they wish to access company facilities on days they are not scheduled to do so.

The enablers will facilitate the cultural transformation of our employees, allowing an agile and efficient adoption of the new way of working, defining new rules and policies that guarantee due compliance with local legislation and achieve harmony between productivity and work-life balance.

This new hybrid work scheme will be supported by technology to enable remote collaboration and productivity management.



Aleatica's ExCo is sponsoring a project that will take a comprehensive approach to design a new way of working for our office personnel, with initial focus in Mexico city, Madrid, and Peru.

**KEY WORK-FRONTS (AND ILLUSTRATIVE INTERDEPENDENCIES)**



**INITIAL GEOGRAPHICAL FOCUS:**

Defining a new way of working for:

**340 OFFICE PERSONNEL**  
in Mexico City (Reforma 222 and Tere Personel)

**90 OFFICE PERSONNEL**  
in Madrid (Torre cristal)

**79 OFFICE PERSONNEL**  
in Peru (Lima, and Nuevo Chimbote)

Two of the fundamental aspects for the success of the Reimagine project are the New Rules of Engagement and the learning of new skills and behaviors of leaders and employees. The chart below shows the new ALEATICA competencies that we will need to develop in 2021.

COMPETENCIES MODEL



The benefits of the Reimagine project will be reflected in an increase in the quality of life of employees, efficiency in ALEATICA's operating costs and a reduction in its carbon footprint.

TALENT MANAGEMENT

[GRI: 102-8; Spanish Law (11/2018): 16, 17, 18]

At ALEATICA our commitment is to provide excellent service to our customers. To achieve this, we attract the best talent, whose values and personal purposes are aligned with the culture and pillars of the company. Technical skills are as important as attitudes. We seek the best match between talent and jobs.

We continue to incorporate the best talent available, men and women trained in various educational institutions, in different productive sectors and of different nationalities, with a diversity of creeds, ideologies and preferences of any kind.

For ALEATICA it is fundamental to guarantee the continuity of the operation and the efficiency of the service provided to our customers, so the significant activities of our value chain continue to be carried out directly by our employees, as well as the administration, control and supervision of external specialized

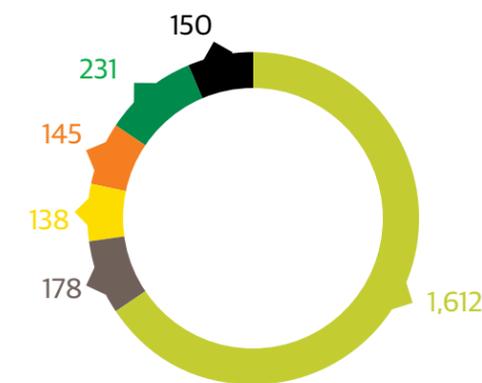
processes such as the major maintenance of the roads. The quality assurance and effectiveness of services is always performed by our own employees.

In ALEATICA we renew our way of attracting talent through the implementation of an agile and efficient process with which we can identify and select the best talent, achieving a quick integration to the organization, in the same way we ensure that our employees have the right working conditions, that they have the working tools, and we make sure that the workspaces meet the requirements of proper ergonomics.

As of December 31, 2020, we had a total of 2,454 employees, geographically distributed as follows:



NUMBER OF EMPLOYEES PER COUNTRY



Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligerio Oeste) and Chile (Vespucio Oriente).

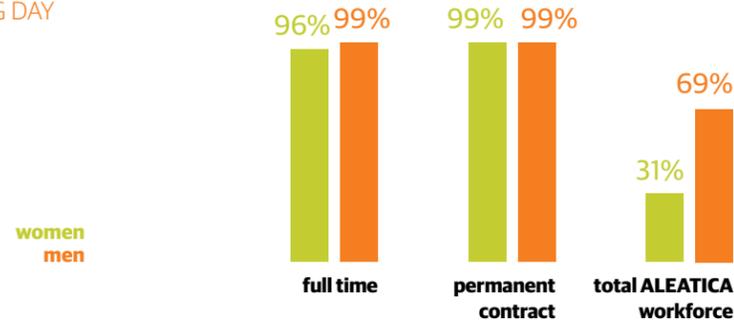
Mexico  
 Spain  
 Chile  
 Colombia  
 Peru  
 Italy

**4%**  
of women  
work part time

**1%**  
of men  
have a temporary  
contract

At ALEATICA, we are committed to recruiting the best talent regardless of gender and age. During 2020, of the 377 new hires we made, 34% were women. The following table shows hires by country and age range.

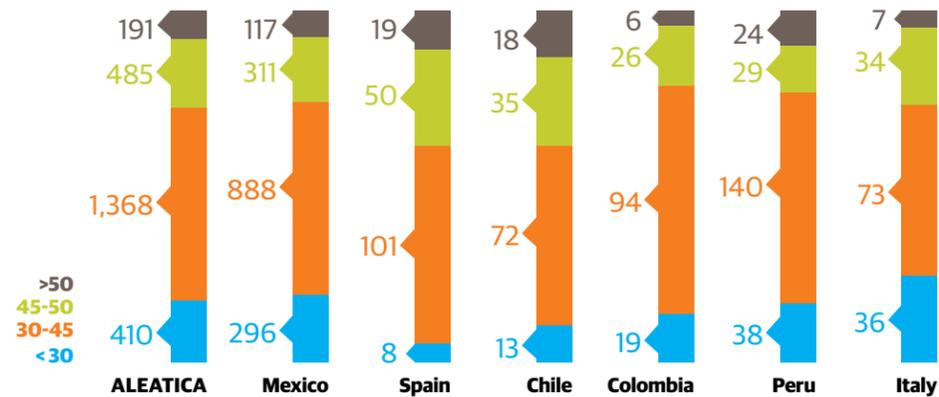
**DISTRIBUTION OF THE WORKFORCE BY CONTRACT AND WORKING DAY**



Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

As part of our diversity, at ALEATICA we are committed to maintaining the incorporation of employees of various age ranges, from 18 to 72 years old, thus guaranteeing generational inclusion. The majority of our employees are between 30 and 45 years old.

**WORKFORCE BY AGE GROUP**



Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

According to the roles and responsibilities, the jobs are distributed in three professional groups (Executives, Administrative and Middle Management), thus allowing an adequate management system and clarity in the functions to be performed by our employees.

In order to provide the best service to our customers and promote a balanced work force, we have two types of working hours: full and part-time. Of our 2,454 employees, 98% work full time, thus guaranteeing the efficiency of our services.

Of our total employees, 2,436, representing 99%, have permanent employment contracts. The rest of the employees are under temporary contracts due to the nature of the service required, or because they are undergoing training periods.

Of the total number of employees we have at ALEATICA, only 50 are hired on a part-time basis according to their personal needs (maternity, care of a dependent, etc.).



JOB CATEGORY	TOTAL	TYPE OF CONTRACT			TYPE OF WORKDAY		
		PERMANENT	PARTIAL	%PERMANENT	COMPLETE	PARTIAL	% COMPLETE
Executives	133	133	0	100%	132	1	99%
Middle Management	270	270	0	100%	265	5	98%
Administrative / Operations	2,051	2,033	18	99%	2,007	44	99%

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

**AGE DISTRIBUTION**

AGE RANGE	TOTAL	TYPE OF CONTRACT			TYPE OF WORKDAY		
		PERMANENT	PARTIAL	%PERMANENT	COMPLETE	PARTIAL	% COMPLETE
<30	410	405	5	98.8%	391	19	95.4%
30-45	1,368	1,359	9	99.3%	1,341	27	98.0%
46-55	485	482	3	99.4%	482	3	99.4%
>55	191	190	1	99.5%	190	1	99.5%

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), Chile (Vespucio Oriente) and Italy (Brebemi). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

**GENDER DISTRIBUTION**

GENDER	TOTAL	TYPE OF CONTRACT			TYPE OF WORKDAY		
		PERMANENT	TEMPORARY	%PERMANENT	COMPLETE	PARTIAL	% COMPLETE
Male	1,698	1,676	22	98.7%	1,685	13	99.2%
Female	756	728	28	96.3%	751	5	99.3%

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

The difference between the annual average number of contracts by age, gender and professional category and at year-end is not significant; therefore, the data at year-end is included.

**HIRING OF EMPLOYEES**

[GRI: 401-1]

At ALEATICA we are committed to gender diversity. During 2020, 34% of the 377 new hires we made were women. The following table shows hires by country and age range.

COUNTRY	AGE RANGE				TOTAL
	<30	30-45	46-55	>55	
Mexico	96	179	39	9	323
Spain	2	2	0	1	5
Chile	1	3	2	0	6
Colombia	5	14	1	1	21
Peru	7	14	1	0	22
Italy	0	0	0	0	0
<b>Total</b>	<b>111</b>	<b>212</b>	<b>43</b>	<b>11</b>	<b>377</b>

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered. No recruitments in November and December.

Our continuous selection process guarantees equal opportunities and non-discrimination based on gender, race, sexual orientation, religious beliefs, political opinion, nationality, social origin, functional diversity or any other circumstance, respecting at all times the legislation in force in each country.

**FOR EACH OPEN SELECTION PROCESS, AN EQUAL NUMBER OF FEMALE AND MALE CANDIDATES MUST BE PRESENTED, AND THE INCORPORATION OF PERSONNEL WITH FUNCTIONAL DIVERSITY WILL BE SOUGHT.**

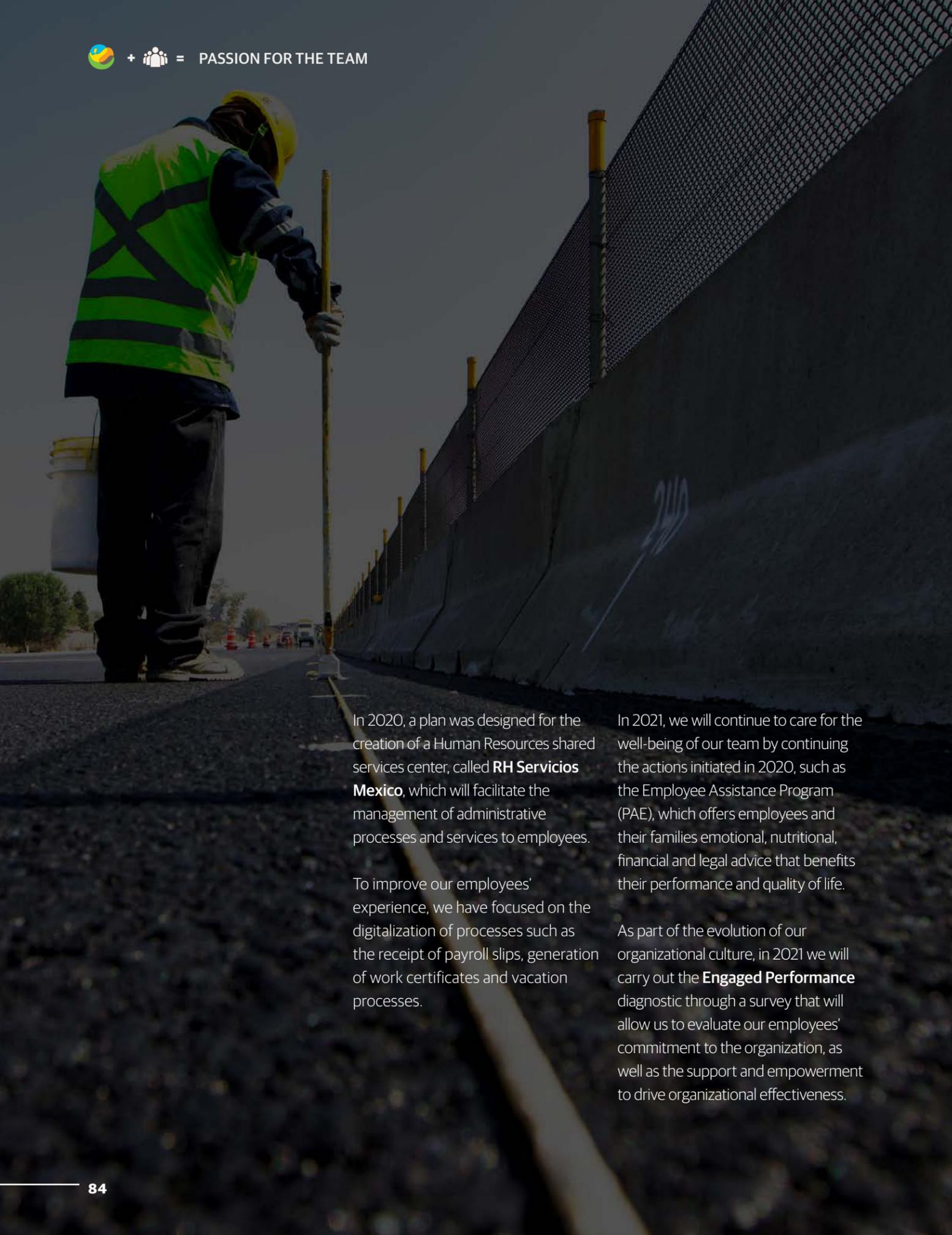
**TALENT MANAGEMENT PLATFORM**

[GRI: 404-2; Spanish Law (11/2018): 35]

During 2020, we continued with the configuration of **CORNERSTONE**, the Talent Management System that will allow us to integrate and standardize the information of all our employees, automate human capital management and operation processes, provide better communication and collaboration tools, have support mechanisms for performance management, create and manage development plans to promote professional and personal growth, as well as labor welfare plans. This system, named **ALEATICA GO**, has the tools to manage the Learning, Development, Performance and Compensation processes in an orderly and automated manner. The system will be fully implemented by June 2021.

In order to strengthen talent management, in 2020 the **Performance Management** model was implemented at the Executive level as part of the key processes to ensure the achievement of the organizational strategy. **ALEATICA GO** will allow us in 2021 to digitize this model, by simplifying the recording of objectives with their initiatives and indicators. Mid-year progress reviews with their adjustments and end-of-cycle (calendar year) evaluations will be recorded, along with the development plan required to increase productivity and support the development of employees.





In 2020, a plan was designed for the creation of a Human Resources shared services center, called **RH Servicios Mexico**, which will facilitate the management of administrative processes and services to employees.

To improve our employees' experience, we have focused on the digitalization of processes such as the receipt of payroll slips, generation of work certificates and vacation processes.

In 2021, we will continue to care for the well-being of our team by continuing the actions initiated in 2020, such as the Employee Assistance Program (PAE), which offers employees and their families emotional, nutritional, financial and legal advice that benefits their performance and quality of life.

As part of the evolution of our organizational culture, in 2021 we will carry out the **Engaged Performance** diagnostic through a survey that will allow us to evaluate our employees' commitment to the organization, as well as the support and empowerment to drive organizational effectiveness.

## TRAINING AND DEVELOPMENT

GRI: 404-2; Spanish Law (11/2018): 36

We promote professional training that contributes to the work productivity and personal fulfillment of all the Group's employees. In 2020, the company invested 100.23 thousand euros in training and development programs to improve the technical and personal skills, specialization and safety of our workforce, as well as to ensure compliance with our values and principles.

As part of the **Wellness Program**, due to COVID-19's current situation, we invested 220 thousand euros in emotional support and tools for our employees and their families.

In 2020, we carried out the **Training Needs Detection (DNC in Spanish)** exercise in order to better understand what knowledge and skills need to be developed or strengthened. This work allows us to correctly focus training actions to solve clear and specific needs, improving performance and increasing employee satisfaction, while supporting the development of talent and the integral growth of people.

A total of  
**69,118**  
hours of training  
were completed

the breakdown by employment  
category is as follows:

**53,906**  
Administrative/  
Operational  
**11,592**  
Middle Management  
**3,620**  
Executives

Due to the pandemic, face-to-face training was limited, giving way to virtual programs and centralized training, reaching a greater number of employees.

Throughout 2020, in addition to the corporate offer, in accordance with the specific needs of the Business Units, trainings were provided aimed at the following chapters:

- Technical skills of the position.
- Equity, ethics and values: code of ethics, conflict of interest, anti-corruption and gender equity.
- Skills: self-knowledge and personal development, trainer training, individual skills for team building, managerial and positive leadership, motivation, organizational synergy, decision making and languages.
- Occupational health and safety: bomb threat, occupational health and safety principles, hot works and closed spaces, civil protection.
- Technicians and specialists: handling evaluations, use and maintenance of articulating cranes.
- Technology and cybercrime.

Information from the non-consolidated Business Units: Mexico (Supervía, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligerio Oeste) and Chile (Vespucio Oriente) is not included. Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

## REMUNERATIONS

[GRI: 102-35, 102-36, 202-1, 405-1, 405-2; Spanish Law (11/2018): 20, 21, 22]

Our Remuneration Policy and Control System, to which employees have access through the Intranet, considers the employees' performance and work experience to assign salaries, while also considering the market remuneration equivalent to the position held by the person within ALEATICA.

In 2019, together with the consulting firm Mercer Consulting, we conducted a study to implement a competitive and equitable remuneration structure, based on the contribution made by each position to the organizational pillars and business objectives. This new remuneration structure was approved in December 2019 by the Board of Directors of ALEATICA SAU and in February 2020 by the Board of Directors of ALEATICA SAB.

In May 2020 we implemented the new compensation structure, comparing each employee's compensation with that corresponding to their level, in order to identify the gaps that should be closed, and thus position each person's compensation at least at 80% of the market average. This is applicable whenever performance is evaluated with an expected level of compliance.

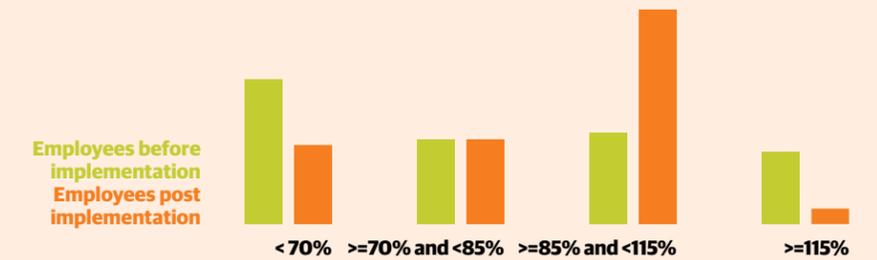
The new compensation structure redefined the eligibility criteria for the payment of short-term bonuses or performance incentives, so that as of 2020 they only apply to the executive level. Therefore, the annual bonus received in 2019 was integrated into the base remuneration of the other employees

Through a successful communication plan, more than 1,000 letters were delivered to employees, with personalized messages for each group, explaining the new compensation they would receive as of 2020.



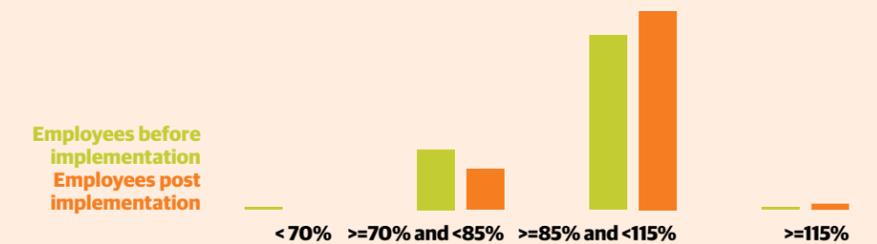
## ANNUAL BONUS COMPETITIVENESS AND INTERNAL EQUITY

NUMBER OF EMPLOYEES WITHIN COMPETITIVE RANGES



## IMPROVEMENT IN SALARY DISTRIBUTION - GLOBAL BASIS

NUMBER OF EMPLOYEES WITHIN COMPETITIVE RANGES



Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligerio Oeste), Chile (Vespucio Oriente) and Italy (Brebemi). Brebemi was not included because the salary analysis was conducted prior to its incorporation on October 26, 2020.

Given the fluctuations in the exchange rate, with the euro appreciating against the currencies of the countries where we operate, the remunerations expressed in euros in this report will be lower in relation to the remunerations presented in the 2019 Report, with the exception of Spain where the euro is the local currency. At ALEATICA we do not make salary adjustments that negatively affect the income of our employees.

Our compensation acknowledges experience, which is consistent with average annual salaries by age group.

**AVERAGE SALARY IN EUROS**

AGE RANGE	2019	2020
<30	6,971	7,070
30-45	17,021	14,652
46-55	27,110	23,551
>55	43,351	38,723

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

We are committed towards the development of women and their growth within the organization to higher positions, to benefit from the female talent perspective and reduce gaps. It is important to note that gender pay gaps rely on the higher proportion of more senior male in the company rather than discrepancies in pay bands. In ALEATICA, remuneration is assigned by level of responsibility and we do not make distinctions due to gender.

**AVERAGE COMPENSATION**

GENDER	2019	2020
Men	19,782	18,996
Women	13,290	12,574

No se incluye información de las Unidades de Negocio no consolidadas: México (Supervía, Libramiento Elevado de Puebla y Aeropuerto Internacional de Toluca), España (Autovía A-2 y Metro Ligero Oeste), y Chile (Vespucio Oriente). Debido a que las empresas de Brebemi se incorporaron el 26 de octubre de 2020, sólo se consideran datos de noviembre y diciembre de 2020.

To attract and retain required talent, we offer competitive compensation compared to the labor market within the same sector according to a study realized by Mercer Consulting, it is important to note that our target salary is market average.

**AVERAGE SALARY**

JOB CATEGORY	2019	2020
Executives	110,777	110,691
Middle Management	38,042	34,814
Administrative/Operational	8,798	8,600

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), Chile (Vespucio Oriente) and Italy (Brebemi). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

The minimum monthly remuneration for entry-level jobs in start-up positions are higher than the general minimum wages of the country as follows:

**RATIO OF MINIMUM SALARIES PER COUNTRY BY GENDER 2020**



Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

This ratio does not apply to Colombia where the local minimum is used.

Ratio of base salary and men's pay to women's pay for each job category. The formula used is (men's salary divided by women's salary)-1 in order to highlight the net difference between the wages of these groups.

REGION	EXECUTIVES	MIDDLE MANAGEMENT	ADMINISTRATIVE/ OPERATIONAL
Mexico	13.29%	6.40%	3.61%
Spain	91.51%	-9.28%	-1.38%
Colombia	73.00%	-10.75%	-14.29%
Chile	111.94%	6.58%	20.63%
Peru	98.09%	-23.07%	-9.14%
Italy	-	-	0.87%

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

The average annual salary in 2020 of the company's female executives was 76,130.53 euros, while that of male executives was 117,540.62 euros.

## **BENEFITS AND WORKING CONDITIONS**

[GRI: 103-2, 401-2, 402-1;  
Spanish Law (11/2018): 26]

In Aleatica it is prohibited to employ minor. We require a valid birth certificate to every employee to confirm their age.

We have interviews with HR for every candidate to be an employee where they show interest to work for the company. This is confirmed by signing an individual labor contract. Every employee is affiliated to Social Security in the country they work in. this data is audited. There are countries like Mexico where annually we are ruled by external audit in compliance to social obligations.

Every employee is free to leave the company whenever wanted, and whichever restriction to do so can be reported to HR, Compliance (through Lighthouse), to their unions and Labor authorities. Through Human resources and official channels from Compliance, employees can report any type of abuse (whether sexual, labor or outside their functions) presented towards them.

At ALEATICA we continue to offer benefits to employees in line with local market practices for talent attraction and retention. Our

offerings vary from country to country. The various benefits include: flexible compensation plan, life insurance, major medical insurance, disability or medical leave coverage, parental leave, food vouchers, savings fund, paid personal days to solve personal situations, institutional medical office, seasonal preventive vaccination, and discount agreements for the use of services or purchase of goods.

Always seeking to strengthen our value proposition and with the objective of improving the integral wellbeing of our employees, we launched the new **GYMPASS** benefit for Spain, Chile, Colombia, Peru and Mexico. For Italy, we are evaluating integrating it as of 2021. This benefit consists of a free membership for employees and 3 family members with access to APPs focused on physical, emotional, nutritional and financial health. It also has the option of hiring programs for online classes,

personal trainers, psychological help, live classes and unlimited visits to gyms at a very low cost.

For the final management of our employees' professional careers, we continue to offer a retirement pension plan in Mexico. We have improved the benefits of the savings account, increasing the maximum monthly savings limit, granting loans with longer terms and providing financial education at all times.

In Spain, the implementation of planned changes in working conditions must be preceded by a consultation period, for a maximum of 15 days, so that the Works Council and employees can evaluate the causes driving the change, the possible impact on the workforce and mitigation measures. In Mexico, Chile, Colombia, Peru and Italy this period is not applicable; however, it is defined on an event-by-event basis and based on the needs of the operation.



All companies have staggered or flexible start and finish times. In Spain, during the winter, the weekly working hours are increased in order to have a reduced working day in the summer. The breaks are those established in the respective contracts or collective bargaining agreements, individual and in accordance with the applicable local legislation.

Working hours are developed in accordance with the nature of the activities of each job, always respecting the laws, contracts or collective and individual agreements.

We comply with the occupational health and safety provisions established by the labor laws of the countries where we operate, in addition to the strict internal regulations that make the safety of our employees and customers a top priority, as described in the chapter on Safety.

### RECONCILIATION OF WORK AND FAMILY LIFE

[GRI: 401-3; Spanish Law (11/2018): 24, 28]

**in 2020**  
**51**  
**employees**  
**were granted**  
**parental leave**

In 2020, we continued offering measures to strengthen work-life balance and digital disconnection in the coming years.

All employees are entitled to parental leave. In 2020, 55 employees, equivalent to 2% of the workforce, became parents, 51 of whom enjoyed this right.

COUNTRY	MEN	WOMEN	TOTAL
Mexico	17	10	27
Spain	5	2	7
Chile	0	3	3
Colombia	1	0	1
Peru	6	7	13
Italy	0	0	0
	29	22	51

Information from non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

Of the 81 employees who took parental leave in 2019, 57% (46 employees) continue to work in the organization.



### EQUALITY, DIVERSITY AND INCLUSION

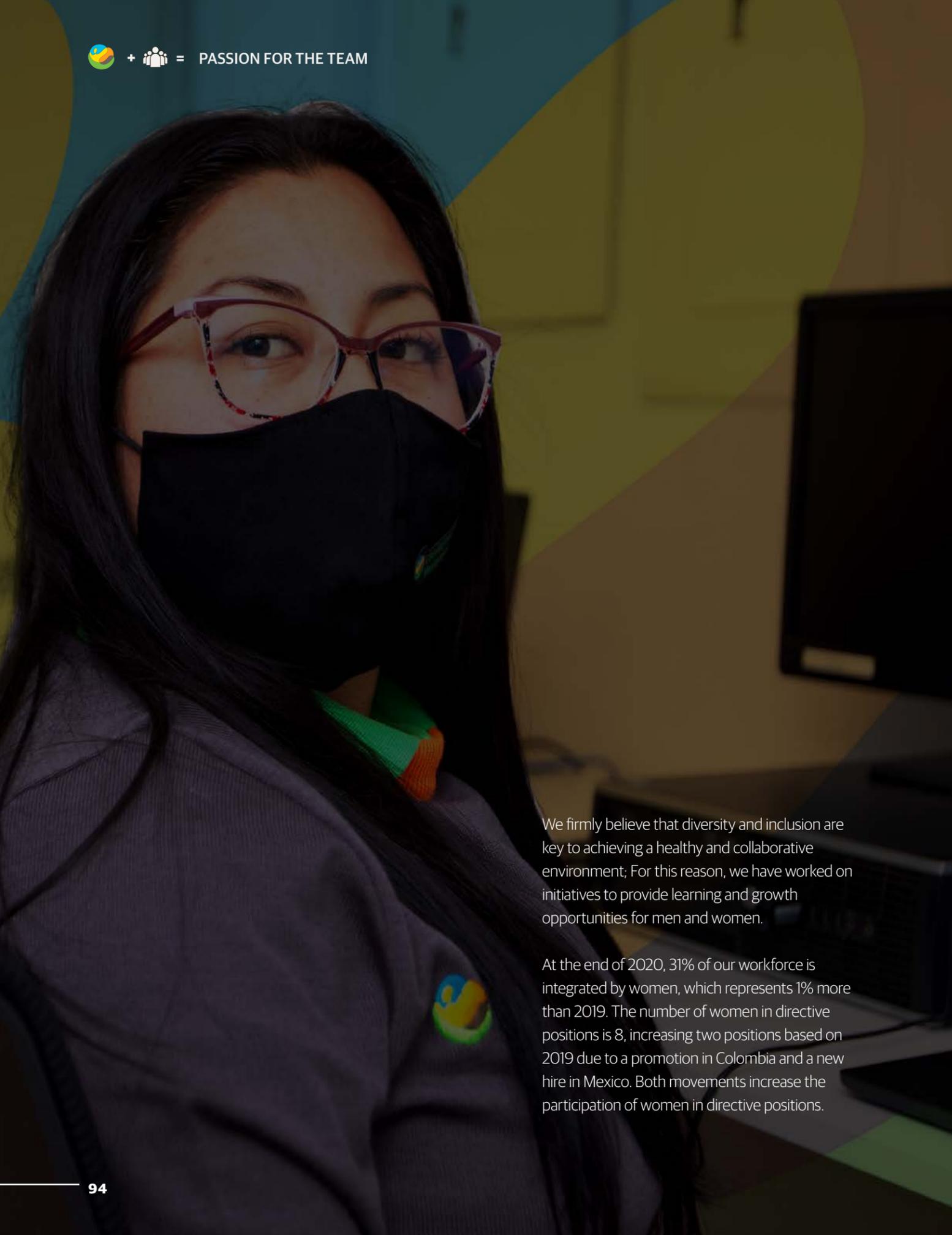
[GRI: 202-2; Spanish Law (11/2018): 38, 39, 40, 41]

The principle of equality stated in our human resources policy provides for the implementation of various actions in the area of gender equality, in the processes of hiring, internal promotion, training, health of work and family life, improvements in working conditions, accessibility and internal communication channels that guarantee the right of employees to be informed, to submit queries, criticisms, complaints and denunciations.

The Gender Equality Policy in force at the end of the year is based on the following guiding principles and behavior guidelines: equal treatment for men and women, ensuring that there is no direct or indirect discrimination based on gender, prohibition of moral harassment, zero tolerance to

sexual harassment and the principle of indemnity against retaliation.

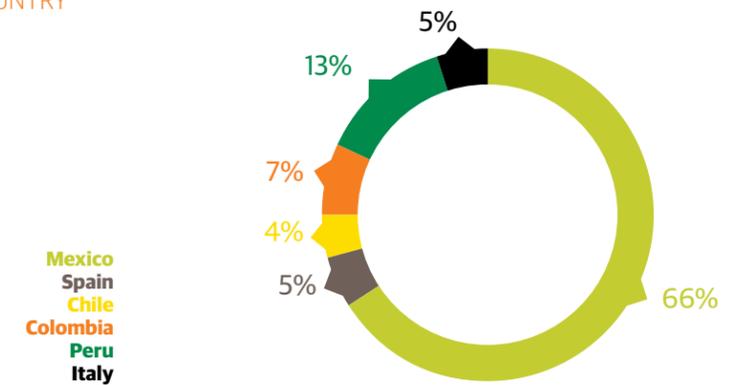
ALEATICA has a protocol against harassment, which aims to prevent and eradicate situations of harassment in all its forms: sexual harassment, gender harassment and moral harassment. Our responsibility is to offer a workplace characterized by dignified and respectful treatment that safeguards the physical and emotional integrity of all our personnel. In Mexico, Colombia and Spain, our human resources policy responds to the requirements of the regulations applicable in these countries regarding psychosocial factors and promotes the physical, mental and emotional well-being of our employees.



We firmly believe that diversity and inclusion are key to achieving a healthy and collaborative environment; For this reason, we have worked on initiatives to provide learning and growth opportunities for men and women.

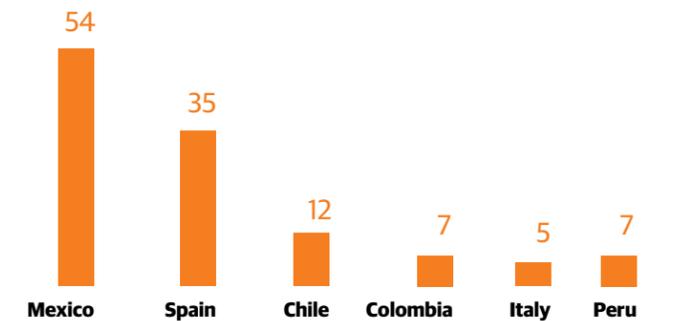
At the end of 2020, 31% of our workforce is integrated by women, which represents 1% more than 2019. The number of women in directive positions is 8, increasing two positions based on 2019 due to a promotion in Colombia and a new hire in Mexico. Both movements increase the participation of women in directive positions.

**DISTRIBUTION OF WOMEN\***  
BY COUNTRY



of our 133 senior executives  
**90%**  
are local employees

**NUMBER OF LOCAL EXECUTIVES**



\* Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

**ACCESSIBILITY**

[Spanish Law (11/2018): 25, 37, 42, 43]

We want to strengthen the company's role as a social actor committed to functional diversity by ensuring that our workspaces, communication with our customers and the information offered to the general public are accessible.

Our Business Units in investment phase in Mexico (Autopista Atizapán Atlacomulco) and Chile (Puente

Industrial and CANOPSA) foresee accessibility in their engineering projects in order to welcome customers and employees with disabilities. To date, none of our employees have any vulnerability that requires accessibility features. The Business Units that do not yet have adapted spaces will begin the technical process of evaluating alternatives to upgrade their facilities.

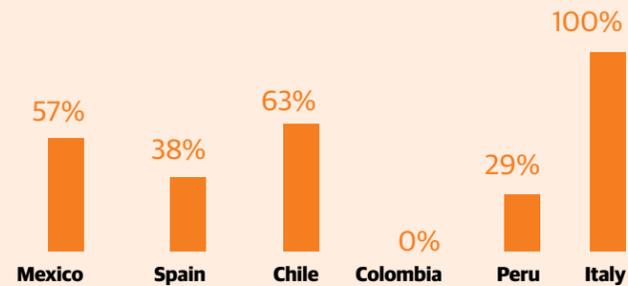
### COLLECTIVE BARGAINING AGREEMENTS

[GRI: 102-41; Spanish Law (11/2018): 33, 34]

We actively promote the right of workers to associate and bargain collectively. We maintain proactive communication with unions and workers' associations.

The working conditions of 52% of our employees are regulated by collective bargaining agreements. In 2019, 47% of employees were regulated by collective agreement.

### EMPLOYEES WITH COLLECTIVE BARGAINING AGREEMENTS



Information from non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.



### ABSENTEEISM AND DEPARTURES

[GRI: 401-1; Spanish Law (11/2018): 19, 27]

By December 31, 2020, the absenteeism rate was 1%, corresponding to 58,530 hours.

No absenteeism was reported in Spain and therefore hours worked within the country and its business units are not counted in this total.

Breakdown of absenteeism by country is as follows:

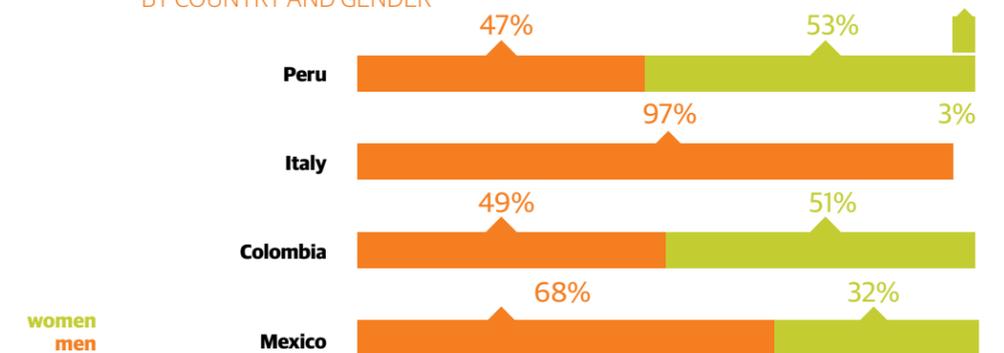
COUNTRY	HOURS WORKED PER YEAR*	ABSENCE HOURS	ABSENTEEISM PERCENTAGE
Mexico	3,592,041	28,108	1%
Chile	267,592	-	0%
Colombia	425,019	760	0%
Italy	40,022	1,014	3%
Peru	588,912	28,648	6%
<b>Total</b>	<b>4,913,586</b>	<b>58,530</b>	<b>1%</b>

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

\*The figure for annual hours worked only includes own employees. In Chile, 264 temporary employees were reported and this total does not include their hours worked.

The distribution of absenteeism in the countries where it occurred is as follows:

### ABSENTEEISM RATE BY COUNTRY AND GENDER



Information from non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). The breakdown by gender is not available for Italy. Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

There were 354 departures of personnel, representing a 15% turnover at Group level.

COUNTRY	MEN	WOMEN	TOTAL
Mexico	183	85	268
Spain	10	8	18
Chile	11	2	13
Colombia	27	5	32
Peru	13	10	23
Italy	0	0	0
<b>Total</b>	<b>244</b>	<b>110</b>	<b>354</b>

Information from non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

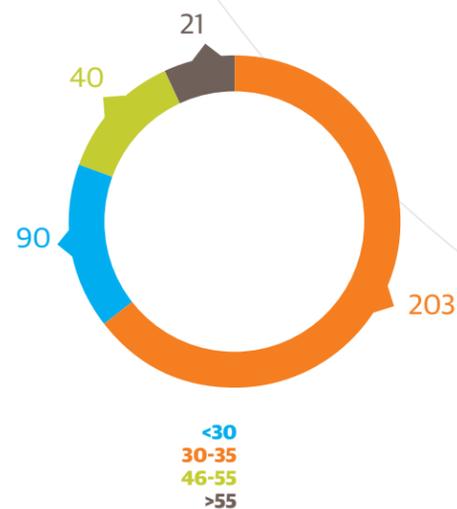
Of the 354 departures, 68.9% corresponded to men and only 31.1% to women.

COUNTRY	MEN	WOMEN	TOTAL
Voluntary <sup>1</sup>	89	46	135
Involuntary	80	22	102
Other <sup>2</sup>	75	42	117
<b>Total</b>	<b>244</b>	<b>110</b>	<b>354</b>

Information from non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

1 This number of voluntary departures is common in companies with many operational positions.  
2 The category "Other" includes absenteeism, contract termination due to expiration, and passing.

**DISTRIBUTION OF DEPARTURES BY AGE**



Information from non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

The category "Other" includes the termination of more than 100 temporary hires made in 2020 to cover the activities of employees who were quarantined. The temporary hires ceased to exist due to the replacement of vacant positions with permanent contracts. These new permanent hires have been partially compensating for the absence of

employees in preventive quarantine, taking into account the decrease in vehicle traffic compared to what was normal before the pandemic.

The experience of our employees is fundamental, which is reflected in the fact that we only have a 5% turnover rate among our senior employees.

The permanence of our employees is very important, which is reflected in the low number of voluntary separations in the different age ranges. In terms of departures, 50% corresponds to personnel between 30 and 45 years of age, which is consistent with the age group to which most of our employees belong, and an operational profile that tends to have a higher turnover than the rest of the activities. In this group, 64% of the departures were not voluntary.

AGE GROUPS	VOLUNTARY DEPARTURES	INVOLUNTARY DEPARTURES	OTHER	TOTAL
<30	20	44	26	90
30 - 45	62	72	69	203
46 - 55	12	13	15	40
>55	8	6	7	21
<b>Total</b>	<b>102</b>	<b>135</b>	<b>117</b>	<b>354</b>

Information from non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste), and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

Our culture and vision as a sustainable company result in a voluntary attrition rate for our executives and middle managers of only 10% globally. Operational positions, as in other industries, tend to have a higher turnover rate.

JOB CATEGORY	VOLUNTARY DEPARTURES	INVOLUNTARY DEPARTURES	OTHER	TOTAL
Executives	5	11	5	21
Middle Management	3	7	5	15
Operational / Administrative	94	117	107	318
<b>Total</b>	<b>102</b>	<b>135</b>	<b>117</b>	<b>354</b>

Information from the non-consolidated Business Units is not included: Mexico (Supervía, Libramiento Elevado de Puebla and Toluca International Airport) and Chile (Vespucio Oriente). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

When the employee's work relationship is terminated for reasons attributable to the organization, a career transition support service (outplacement) is offered.

## INTERNAL COMMUNICATION

[GRI: 102-43; Spanish Law (11/2018): 32]

2020 was a year of transformation; the foundations of the global communication area were created, which will allow the integration of all internal and external communication functions, unifying messages and generating a greater sense of belonging to the company, as well as a strategic relationship with our stakeholders.

In this sense, 2021 will be a year of action. To this end, we have defined a proactive communication strategy that will allow us to make known the value proposition and the positive impact of ALEATICA among its key audiences, in a sustained and effective way.

### a) Stakeholder Engagement Plan

- Proactively communicate the company's milestones, as well as the positive impact of key projects in different countries and the interconnection works for the Felipe Angeles International Airport in Mexico.
- Position ALEATICA as a Relevant ally in the sector.

### b) External Communication

- Communicate ALEATICA's narrative, value proposition and positive impact.
- Communicate the company's long-term commitment and relationship with the communities in which it operates around the world.
- Implement an extensive public affairs program that enables:
  - Proactively communicate the company's milestones, as well as the positive impact of key projects in different countries, such as the interconnection works for the Felipe Angeles International Airport in Mexico.
  - Position ALEATICA as a Relevant partner in the sector.
- Make known the company's evolving standards of operational excellence, safety, sustainability, corporate governance and world-class team.
- Develop campaigns to publicize the company's efforts around key projects such as road safety and social and environmental sustainability.

### c) Internal Communication

- Strengthen corporate identity and face the transformation of a global company under the umbrella of the One ALEATICA program.
- Raise the team motivation to communicate fluently the changes facing the company, through the strategy We are One ALEATICA, whose main purpose is integration.





MORE THAN **10 COMMUNICATION CHANNELS,**  
**WE ARE YOUR COMPANY ALONG THE WAY.**

OUR RAISON D'ÊTRE IS PEOPLE. WE TAKE CARE OF AND LOOK AFTER OUR CUSTOMERS. WE APPLY A SYSTEMIC AND INNOVATIVE APPROACH TO PROVIDE A HIGH TO PROVIDE A HIGH VALUE-ADDED SERVICE. WE ARE ALLIES OF OUR CUSTOMERS.



## SERVICE EXCELLENCE

[GRI: 102-17]

### DATA\*



# 6,316

invoices generated  
ALEATICA App



# 308,958

TeleVía electronic  
transactions



# 8.8/10

average satisfaction  
survey rating



\* All figures are from the end of 2020.

## GLOBAL VISION

[Spanish Law (11/2018): 54]

We aim to anticipate the continuous evolution of demand through multi-channel dialogue and process improvement, and we drive innovation at every step we take with data collection systems and cutting-edge technologies that make our customers' journey a world-class one.

We are grateful for the opportunity to be a service company, to be part of people's lives by facilitating their mobility in increasingly sustainable ways, with safe infrastructure and always offering the best of ourselves.

During this year of health contingency due to COVID-19, we witnessed important changes in the daily lives of both our customers and our employees. This change implied a reduction in traffic on most of our highways and at the same time a new way of serving our customers.

The core of the pillar, as well as of ALEATICA, are the people and our customers. That is why it is important to continue to listen to their voice and meet their needs, providing the means through which they can communicate with us and evaluate our service through surveys, so that we can generate improvement actions in coordination with the different areas. For this reason, we conduct training on care and service protocols, safety and pandemic care. We also carry out campaigns to communicate the services and tools available to customers, such as recommendations for safe driving.

In the first half of 2020, we conducted Internal Audits of Customer Service in Circuito Exterior Mexiquense, Autopista Urbana Norte, Viaducto Bicentenario, GANA and TeleVía, which allowed us to identify the need to evolve towards automation and generate improvement actions. The plan consisted mainly of standardizing typifications, generating semi-automated formats and defining indicators that allow us to gauge the service provided and what the customers perceive about the Business Units.

**AT ALEATICA WE HAVE A GLOBAL VISION OF THE REQUIREMENTS AND NEEDS OF OUR CUSTOMERS, SO THAT THE ATTENTION AND SERVICE EXPERIENCE IS SAFE, AND RELIABLE.**

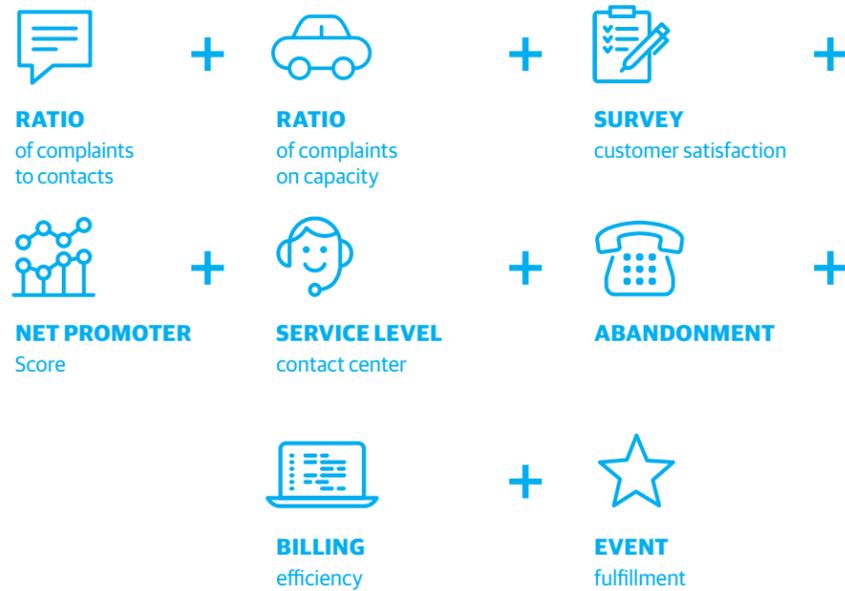
## CUSTOMER SERVICE INDICATORS AND REPORTS

We have defined eight customer service indicators that allow us to measure the attention and service provided. We also generate contact reports of ALEATICA's customers with quantitative and qualitative information, which are aligned across the Business Units and allow us to improve the quality and analysis of the information we receive.

The indicators, as well as the reports, are reflected in Tableau's Business Intelligence (BI) data visualization software. It has executive dashboards that can be consulted by the Directors and the ALEATICA team to have an updated status, and it will give place to action plans for the follow-up of results, the attention to relevant situations and an intelligent analysis of the information.

### WE HAVE CUSTOMER SERVICE INDICATORS THAT ALLOW US TO MEASURE THE ATTENTION AND SERVICE PROVIDED.

The User Service Indicators are as follows:



## CUSTOMER CARE AND SERVICE

### MANUALS, GUIDES AND WORKSHOPS ON SERVICE AND CARE

In line with the **Service and Customer Care Improvement Plan**, this year we conducted training sessions for both operational and executive personnel. They included manuals, guides and didactic material and protocols for customer care and service that allow the ALEATICA team to immediately clarify concerns during interactions with our customers and continue to provide excellent service.

As a result of the contingency caused by COVID-19, we provided the staff in charge of collection, responsible for the validation of trips, with a training platform that would allow them to carry out their activities at home, in order to mitigate the risk of contagion related to the daily mobility from home to the office.



In addition, in May we concluded the process of implementing a system in all of Mexico's infrastructure lanes that would allow the management of electronic transits without the need for interaction with the collector in the booth, in order to protect our employees as well as the customers.

At Autopista Urbana Norte and Viaducto Bicentenario, we trained 45 security guards at the automatic junctions as a mitigation measure to reduce the number of complaints of barrier incidents. The talks are given in joint collaboration with the Operation and Physical and Patrimonial Security areas of the roads. Employees in the Operations and Road Assistance areas who have

direct contact with our customers also received, from the Customer Service Area, infographics with the main points of the **Customer Service Protocol**, as well as **Customer Service Scripts and Quick Response Guides**.

To reinforce the COVID-19 contingency protocol and the correct use of protective equipment, CONMEX conducted virtual sessions with Human Resources for operational staff, covering additional relevant topics such as means of contact with customers, decision making, teamwork, technology, personal responsibility and actions taken by ALEATICA for the wellbeing of all.

### VÍAS URBANAS

In AuNorte and VB, in order to improve communication with our customers, we invested in the installation of three state-of-the-art variable message panels on the infrastructure trunk. Additionally, we launched a project for the development of a Virtual Assistant at the entrance lanes in order to provide the customers with mechanisms for the validation of their electronic device and additional information, thus eliminating the risk of accidents for our personnel when traveling off the lanes.

### CONMEX

To improve the effectiveness and efficiency of the service provided to our customers, in the third quarter of 2020 we began the implementation of a **Highway Management System**, through which we will manage the measurement and control of indicators that allow for quick, joint and accurate decision making. This system positions CONMEX as the first highway in the State of Mexico to implement this methodology, developed in conjunction with the System of Highways, Airports, Associated and Auxiliary Services (SAASCAEM in Spanish), to increase the level of transparency in management.

### GANA

During 2020 we consolidated the implementation of the Electronic Toll Collection service for customers, reaching a 40% penetration rate. The implementation of the Intelligent Transportation System began through a state-of-the-art and high performance Monitoring Center, which manages the security of the infrastructure and the customers through a closed TV system, using Variable Message Panels to inform the weather situation and a system of SOS Posts for assistance to travelers. All this reinforced through the ALEATICA APP that allows direct and two-way communication with the Control Center.

Due to construction delays caused by the COVID-19 pandemic, this new Monitoring Center will be operational by the end of May 2021, and from this date all services will be provided in a comprehensive manner.

### AUTOPISTA RÍO MAGDALENA

**+100**  
road safety campaigns  
on the autopista Río Magdalena

To ensure the safety of the customers and in accordance with the agreement with the Department of Transit and Transportation (DITRA), we guaranteed the permanent presence of uniformed police on the section to carry out control, assistance, breathalyzer, speed and control tests in right-of-way exclusion zones, up to a total of 719 controls during the year. In addition, we conducted more than 100 road safety campaigns for customers and residents of nearby areas, in order to provide this necessary training to mitigate accidents and the loss of lives.

### EUROGLOSA M45

In order to reduce accidents and mitigate their severity, we agreed with the Highway Department to reduce the maximum speed of Section III from 120km/h to 100km/h, starting in June. This decision is reinforced by the renovation of 84 road signs to improve communication with the customers.

### DISSEMINATION OF THE SERVICE AND MEANS OF CONTACT

INFORMING CUSTOMERS IS KEY FOR US, THEREFORE WE GENERATED INFOGRAPHICS ON TOWING SERVICES, INSURANCE COVERAGE AND EXCLUSIONS, SAFETY ISSUES AND TIPS FOR RESPONSIBLE DRIVING, AS WELL AS HEALTH RECOMMENDATIONS DERIVED FROM THE PANDEMIC

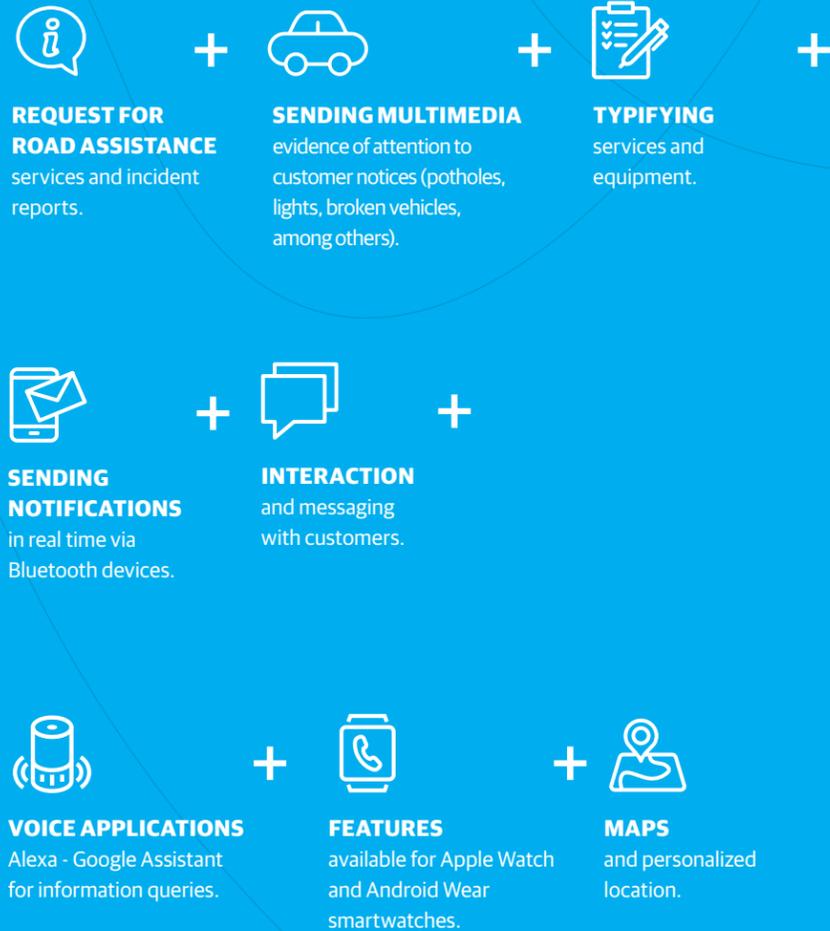
Circuito Exterior Mexiquense (CONMEX) promotes the use of TAG with TeleVia through its social media and contact center. It also completed the implementation of the Secure Sockets Layer (SSL) certificate on the website, which allows customers to access the billing portal more securely and easily.

Each business unit promotes its means of contact with customers through its social media, at toll booths, on roadside announcements, in roadside assistance units and the channels available to customers.

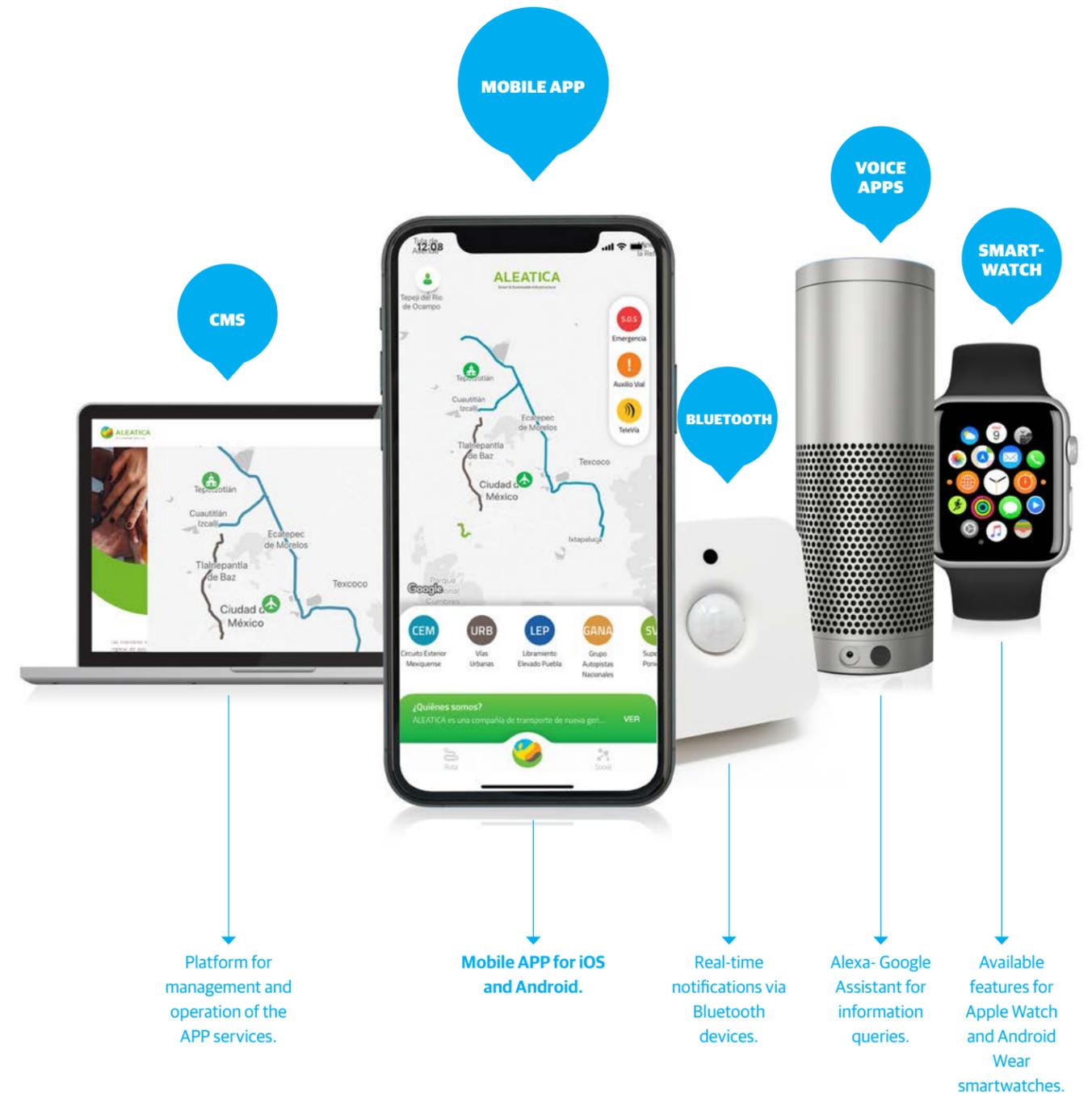
CONTACT MEANS	MEXICO					Peru	Colombia	Spain		Chile		Italy
	CONMEX	GANA	AuNorte	VB	TeleVia	AuNor	ARM	TMS	TCTenerife	TCVAL	CANOPSA	Brebemi
Website	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
E-mail	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
Telephone attention	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
Control/ Emergency center	☑	☑	☑	☑		☑	☑	☑	☑	☑	☑	☑
Center of attention	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑	☑
Twitter	☑		☑	☑	☑		☑					☑
Facebook	☑		☑	☑	☑		☑					☑
Youtube	☑		☑	☑	☑		☑					
WhatsApp					☑							
App	☑		☑	☑	☑							☑

## ALEATICA APP

This year we developed and launched the ALEATICA APP in the Apple Store for iPhone and in Google Play for Android for Business Units in Mexico. The main features are:

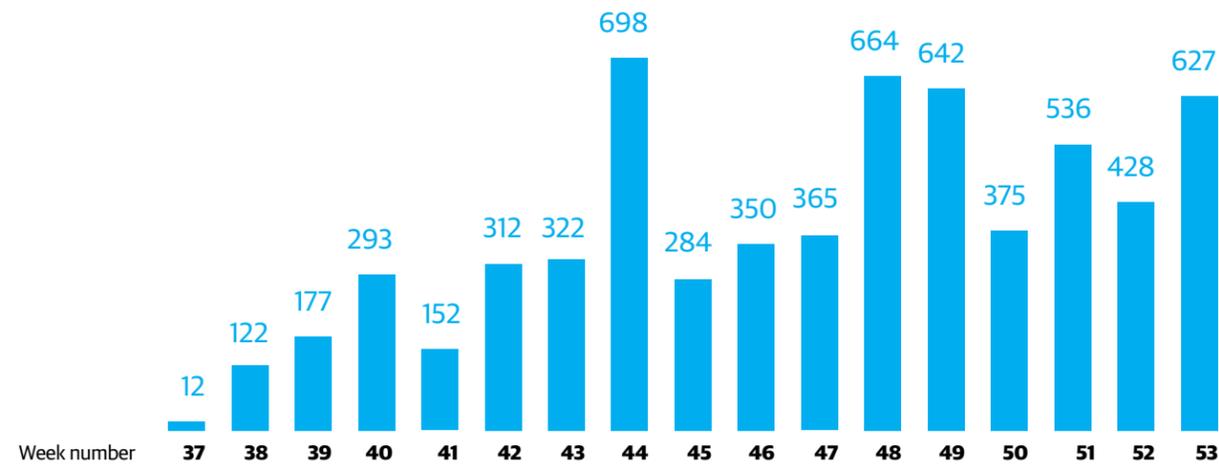


## ALEATICA APP COMPONENTS



Control center personnel training  
 Publication of the App in the App store  
 Definition of communication campaign.

ALEATICA APP  
QR BILLING



**+6,000**  
invoices processed  
with QR code

In our AuNorte and VB Business Units we started a dissemination campaign on social media, email marketing, customer service contact number and on variable message displays (PMVs in Spanish) on the roads, to spread the word that the ALEATICA APP is now available for download and use to travel safely on ALEATICA roads.

In the last quarter of 2020, we launched the billing service with a QR code customers can scan from the ALEATICA APP in Circuito Exterior Mexiquense. At the end of the year, more than 6.000 invoices were received through this channel.

**ROAD SAFETY CAMPAIGNS**

At GANA we installed 44 banners at each lane's barriers in the toll booths, advising on safe driving. This initiative was developed and implemented in coordination with the Global Operations and Customer Service areas. The tips were selected taking into account the main causes of accidents:

- Distractions while driving, such as cell phone use
- Aggressive driving
- Lack of skill
- Driving while tired
- Other non-human factors, such as bad weather, road conditions, mechanical failures, among others.

**SATISFACTION SURVEYS**

Listening to and acknowledging the opinions of the customers about the service provided through satisfaction surveys is a fundamental part of the Service Excellence pillar. Due to the reduction in the number of customers that some Business Units experienced this year, the number of surveys answered also decreased.

The average satisfaction survey rating for road assistance in 2020 was 8.8/10. In TeleVía's case, satisfaction surveys were conducted on social media, customer service centers (CACs in Spanish) and the website.

In the Business Units we started to implement satisfaction surveys which include the Net Promoter Score (NPS= %promoters - %detractors) in order to identify the perception of the customers regarding the Road Assistance service offered and the Customer Care provided.

At CONMEX, AuNorte, VB and Río Magdalena we apply monthly satisfaction surveys with NPS measurement and with respect to the Road Assistance and Customer Care services. In turn, at GANA and AuNor we use the NPS to measure the service after providing Road Assistance. More communication channels will be opened to evaluate the NPS of Customer Care. The ports of Alicante, Tenerife and Valparaíso conduct annual satisfaction surveys including the NPS question.

**2020 SATISFACTION SURVEYS**

BUSINESS UNIT	RATING
CONMEX	9.7/10
AuNorte	8.0/10
VB	9.2/10
GANA	8.0/10
TeleVía	7.1/10
AuNor	9.7/10
ARM	9.6/10
TCTenerife	9.2/10

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente). Brebemi companies started survey measurement in April 2021.

**AVERAGE NPS RATING**

BUSINESS UNIT	ROAD ASSISTANCE	CUSTOMER SERVICE
CONMEX	59.89%	80.82%
AuNorte	75.93%	75.00%
VB	81.30%	81.73%
GANA	92.50%	-
TeleVía	N/A	69.96%
AuNor	99.60%	-
ARM	99.71%	54.00%
TCVAL	N/A	75.00%
TMS (shipping companies)	N/A	85.00%
TMS (carriers)	N/A	79.10%
TCTenerife	N/A	87.50%

Information from the non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente). Brebemi companies started survey measurement in April 2021.

**MARKETS SERVED AND COMPLAINTS HANDLED MEXICO**

[GRI: 102-6; Spanish Law (11/2018): 58]

**CONMEX**

The customers are mainly light vehicles (commuters), heavy vehicles (mainly business carriers) and passenger buses. The main areas of complaint were staff attention, billing, physical condition of the highway, maintenance and waiting times.

**APPLICABLE COMPLAINTS 2020-CONMEX**



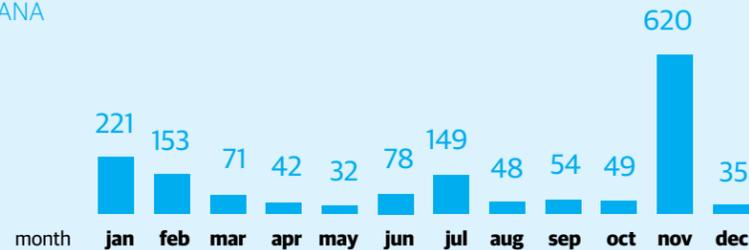
### GRUPO AUTOPISTAS NACIONALES

The customer profile is 94% male and 6% female, of which 31.5% are between 18 and 35 years old, 51.5% between 36 and 55 years old and 17.1% between 56 and 74 years old.

In 2020, the highest number of complaints corresponded to billing issues, systems - TAG detection or in portals -, staff attention, road assistance and physical condition of the highway.

In November the invoicing webpage at GANA had a fault that lasted a week, causing a negative impact in complaints and the KPIs. The fault was due to the lack of payment of the storage service, with no relation to the invoicing system. The payment was done to the supplier to normalize the service and a new reliable supplier is being procured to migrate the service.

**APPLICABLE COMPLAINTS**  
2020-GANA

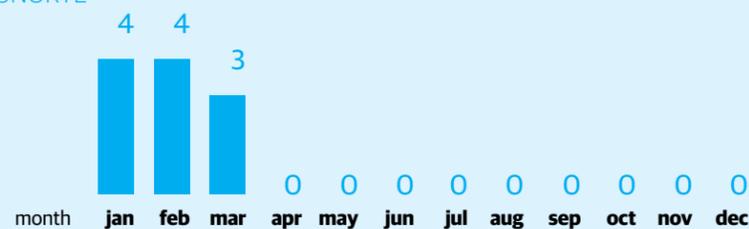


### AUTOPISTA URBANA NORTE

The average customer profile is 92.2% male and 7.8% female, with 53% age between 36 and 55 years, 33.3% with age between 18 and 35 years, and 13.7% in a range of 56 and 74 years.

There was a low number of complaints during the year, mainly for road assistance. As of the second quarter and through COVID-19, there were no complaints.

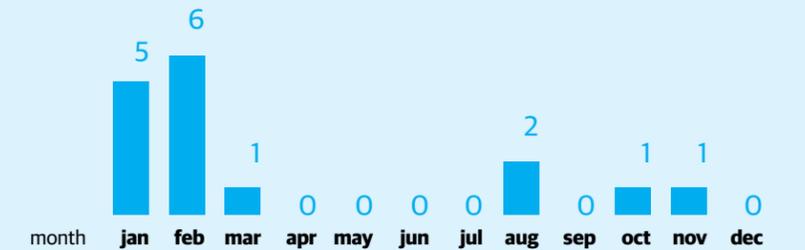
**APPLICABLE COMPLAINTS**  
2020-AUNORTE



### Viaducto Bicentenario

The average customer profile is 71.7% male and 28.3% female, with 44.8% with age between 36 and 55 years, 33.4% with age between 18 and 35 years, and 21.7% in a range of 56 and 74 years. Complaints during the year were mainly for road assistance.

**APPLICABLE COMPLAINTS**  
2020-VB



**308,958**  
electronic transactions  
on a daily

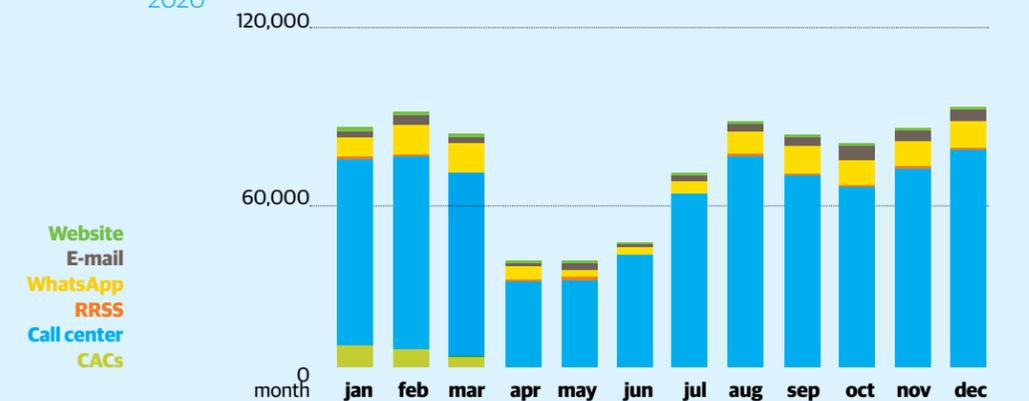
### TELEVÍA

TeleVía is a payment solutions company that, through the Electronic Toll Collection System, provides its services on highways and parking lots. It is based on a multichannel transactional and customer service platform, developing innovative solutions and offering confidence, efficiency and payment flexibility to customers.

Currently, TeleVía manages 308,958 electronic transactions on a daily basis on the highways where it provides its services and on those that are part of the interoperability, TeleVía tags are read in more than 1,900 lanes nationwide.

The sectors served are business (B2B: Business to Business) and retail (B2C: Business to Consumer).

**TELEVÍA CONTACTS**  
2020



**IVR TELEVIA**  
IMPLEMENTED IN THE EARLY MORNING OF SATURDAY 10.24.20

We made an IVR change in October and reduced 59 recordings to 20, incorporating automated processes for customer registration (14.9% of contacts), password request (10.9% of contacts), balance inquiry (33.5% of contacts) and last recharge inquiry.

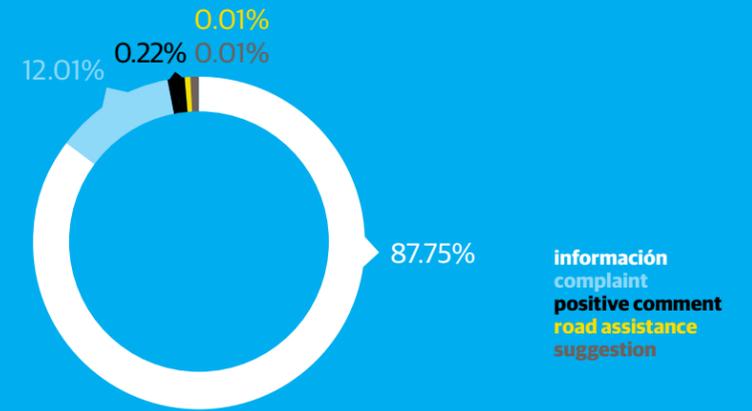
We keep working hard to answer your call as soon as possible, despite the contingency.  
**THANK YOU FOR YOUR UNDERSTANDING!**

**THANK YOU FOR CALLING TELEVÍA!**  
To learn more about our privacy notice, press \* or visit [www.televia.com.mx](http://www.televia.com.mx)

**MAIN MENU:**



**PURPOSE OF CONTACT**



We have developed tools for the immediate resolution of the main requests, such as attention for mischarged trips from the very first contact and an integrated registration platform that allows executives to perform better. This solution allows us to monitor response times through the different means of contact, serving our customers in less than 8 hours in 66.96% of the cases in the period from October to December 2020, when the new IVR became operational.

**17,696**  
interactions with the CCC

of which:  
**5,877**  
were in October

**5,969**  
were in November

**5,850**  
were in December

**8**  
hours average  
response time

aimed at making it  
**> 72**  
hours

MEANS OF CONTACT	CONTACTS	QUANTITY
Credit card	6,618	6,671
Customer care	2,494	2,596
Web	2,426	2,526
Social media	1,860	2,010
Companies	1,744	3,462
Invoices	1,193	1,211
Ecotag	811	811
External recharges	373	373
Black tag	94	111
App reviews	53	53
Archer	23	23
Extraordinary	7	7

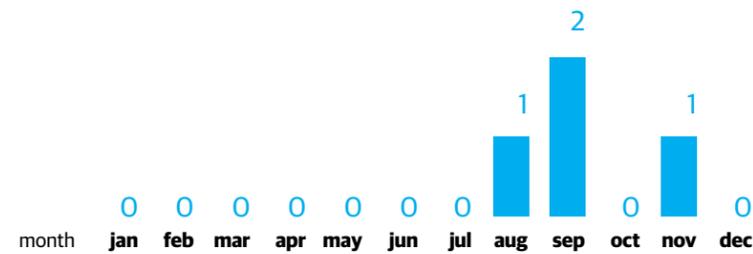
**PERU**

**AUTOPISTA DEL NORTE**

The types of customers are mainly heavy cargo drivers (engaged in fishing and agricultural activities), passenger transportation drivers, and private vehicle drivers.

Complaints in 2020 were related to billing, road assistance, and personnel service.

**APPLICABLE COMPLAINTS**  
2020-AUNOR



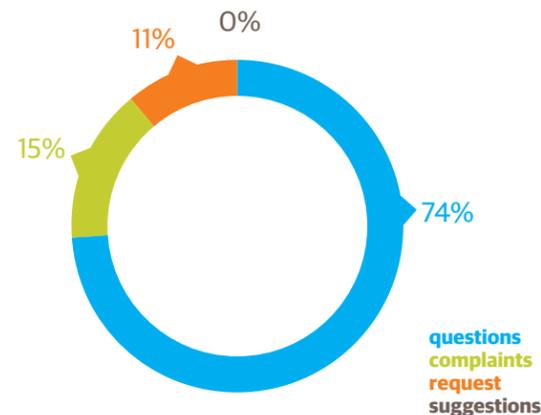
**COLOMBIA**

**AUTOPISTA RÍO MAGDALENA**

The sectors served are customers of the highway and communities in the municipalities surrounding the highway. There were 80 Questions, Complaints, Requests and Suggestions (PQRS in Spanish).

The main complaints were for damages and surveillance.

**PQRS 2020**  
ARM)



**Port of Tenerife  
2020 Claims**

**SPAIN**

**21**  
damage to  
containers

**TERMINAL DE CONTENEDORES DE TENERIFE**

TCTenerife serves the logistics market, mainly European, which is responsible for 90% of the export of primary sector products, as well as 80% of imports from the European peninsula and 20% from northern Europe. 49 complaints have been received in 2020.

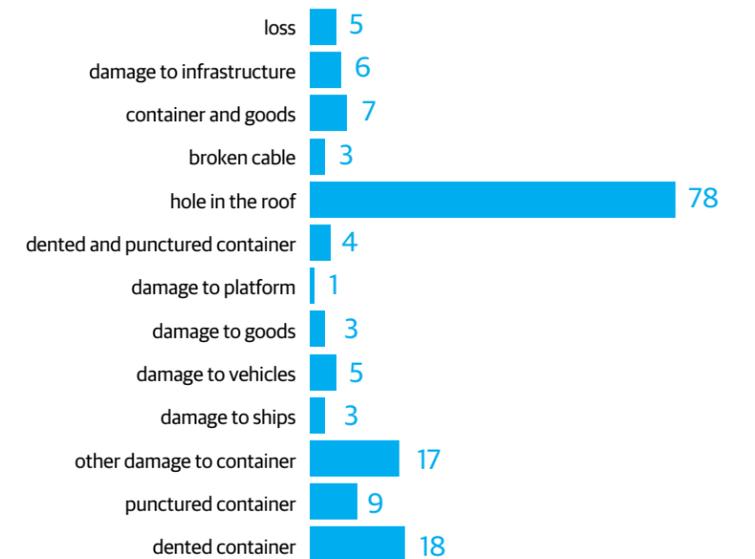
**12**  
Damage to  
third parties

**TERMINAL MARÍTIMA DEL SURESTE**

The sectors served are operations linked to the loading and unloading of goods from containers and the main clients are shipping companies. 159 complaints and claims were received in 2020.

**16**  
Damage to  
rolling stock

**PORT OF ALICANTE  
CLAIMS 2020**



**ITALY**

**BREBEMI**

In October, ALEATICA acquired a controlling stake in Brebemi, a 62-km toll highway connecting Milan to Brescia in the Lombardy region of Italy. In addition, to ensure good service to customers, we monitor data relating to calls and related response times.

Safety and customer contact are guaranteed by continuous surveillance with CC cameras along the entire stretch, emergency columns at all rest areas, and two assistance patrols that continuously travel the highway. Response and intervention times are only a few minutes.

During November and December 2020, 11 complaints were received via e-mail, 100% of which had a response time of less than or equal to 10 days. The established target was 85%.

Brebemi maintains a dialogue with its customers through the following contact channels:

- Online forms for complaints and communications, which can be downloaded from the website: [www.brebemi.it](http://www.brebemi.it) and are also available at toll booths, where a member of the highway staff will provide information.
- E-mail: [clientes.brebemi@argenteagestioni.it](mailto:clientes.brebemi@argenteagestioni.it)
- Service and customer service center at the Treviglio exit, where Brebemi staff can assist customers.

**16**  
TCVAL  
2020 claims

**CHILE**

**TERMINAL CERROS DE VALPARAÍSO**

The customers are importers in general, mainly of steel and fruit, whose beneficiaries are their consumers. Other customers are cruise ships, whose beneficiaries are their passengers.

de los cuales:

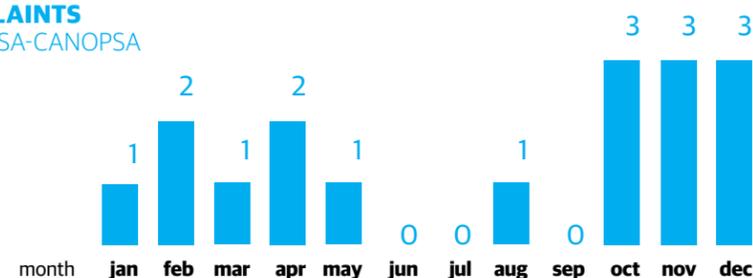
- 5** Damage to third parties
- 5** damage to cargo / goods
- 3** container traceability
- 1** delays
- 1** contracting
- 1** invoicing

There were 16 complaints.

**CANOPSA**

Most of the highway is still under construction and supports regional growth, tourism development and connections to the coastal sector and the industrial area. Complaints are mainly about signage, waiting times and issues related to project expansion.

**APPLICABLE COMPLAINTS CANOPSA-CANOPSA**



**PERSONAL DATA PRIVACY**

[GRI: 418-1]

The improvement actions, the information from the reports and the identification of our main customers and their needs, which emerged from working groups of Directors and experts on service and customer experience topics, helped us to generate a new strategy for service and customer care. *One Customer Experience ALEATICA* aims to evolve towards a Customer Experience (CX), redefining an integrated culture in all areas and the perception of the customer, understanding and meeting their needs.

Our goal is to be proactive, as well as reactive, through the Customer Journey methodology, data mining of ALEATICA customers' traffic and contact information sources, as well as ALEATICA Labs' Big Data platform, to attract new customers.

As part of this strategy, we will have a single contact center for all of the company's Business Units. This will enable us to reduce costs and to improve the efficiency of the time required to attend and resolve complaints and contacts, with a commitment to providing excellent service.

In order to clarify any concerns regarding personal data, Vías Urbanas has set up e-mail accounts managed by Customer Service.

- [avisodeprivacidad.vb@viaductobicentenario.com.mx](mailto:avisodeprivacidad.vb@viaductobicentenario.com.mx)
- [avisodeprivacidad.aun@aunorte.com.mx](mailto:avisodeprivacidad.aun@aunorte.com.mx)

Likewise, we include option 5 of the telephone service menu **(55) 5998-1830** for attention and follow-up.



**THERE WERE NO COMPLAINTS REGARDING BREACHES OF CUSTOMER PRIVACY IN 2020.**



**MORE THAN €2.8 MILLION  
INVESTED IN COMMUNITIES,  
WE ARE THE  
HEART OF  
SUSTAINABLE  
MOBILITY.**

FOR ALEATICA, IF WHAT WE CREATE IS NOT SUSTAINABLE, IT IS NOT DEVELOPMENT. WE RESPECT AND STRIVE TO IMPROVE THE ENVIRONMENTAL AND SOCIAL CONTEXT WHERE WE OPERATE. WE PROMOTE HUMAN RIGHTS AND FOSTER SOCIAL INCLUSION.



## SOCIAL AND ENVIRONMENTAL SUSTAINABILITY

[GRI: 102-11, 102-13, 102-15, 102-16, 102-17, 102-29, 103-3, 201-2, 301-1, 302-1, 303-5, 304-2, 304-3, 305-1, 305-2, 305-3, 305-5, 306-2, 308-1, 407-1, 408-1, 409-1, 413-1, 414-1]

### DATA\*



Community investment

**2.8**  
millions euros  
in 2020

**2.7**  
millions euros  
in 2019



Environmental training

**1,645**  
employees  
trained in the environmental field

**1,234**  
employees  
trained through toolbox meeting



Planted flora individuals

**104,647**  
individuals

**95.13**  
ha

**570.80**  
tCO<sub>2</sub>e  
offset emissions to the atmosphere



tCO<sub>2</sub>e direct emissions

**-3%**  
scope 1

**5,547**  
tCO<sub>2</sub>e in 2009

**5,360**  
tCO<sub>2</sub>e in 2010



Energy consumption and Diesel

**-1%**  
Energy  
from 2019 to 2020

**-4%**  
Gasoil (Diesel)  
from 2019 to 2020



Water consumption

**-38%**  
from 2019 to 2020



2020 was an atypical year in which, due to the pandemic caused by the SARS-COV2 virus, the World Health Organization (WHO) and local governments made great efforts to contain contagions and minimize risks to the population due to COVID-19. Among these actions is the implementation of sanitary measures such as confinement and social distancing, use of personal protection, personal hygiene and sanitization of spaces, which have caused a significant impact in economic, social and global health terms.

For ALEATICA and its stakeholders, this had an impact on the planning of the projects to be executed during 2020, since we temporarily had to suspend all those projects and/or actions that represented a risk for our employees or stakeholders. However, we managed to adapt to the new conditions and established a support strategy - ALEATICA COVID-19 Aid Plan - in accordance with current needs.

\* All figures are from the end of 2020. Since Brebemi companies joined on October 26, 2020, only data from November and December 2020 are considered.



**OUR SOCIAL COMMITMENT**

[GRI: 102-13, 203-1, 413-1; Spanish Law (11/2018): 49, 50, 51, 52, 53]

We are committed to strengthening the communities where we are present, as well as to making social investments for sustainable development; therefore, during this year we implemented a support program that provided opportunities for improvement in the social, health, educational and dietary areas, which generated a positive impact on the beneficiaries.



**CIRCUITO EXTERIOR MEXIQUENSE, STATE OF MEXICO**

With the aim of eliminating food insecurity and nourishing children and pregnant women in vulnerable situations with balanced meals, in alliance with Comedor Santa María A.C., we distributed 111,380 groceries and meals through three community kitchens in the municipality of Ecatepec. We also supported the implementation of an educational program, which consisted of providing psycho-emotional tools to face the current circumstances.

In addition, in collaboration with Save the Children, we delivered 1,348 hygiene kits, with the aim of reducing the spread of COVID-19 and thus protecting children, adolescents and their families. These kits included educational materials with recommendations and advice to ensure the health and emotional

safety of 29,523 families in the municipalities of Ecatepec, Nezahualcóyotl and Chimalhuacán in the State of Mexico.

Due to the high demand for hospital occupancy and the exponential increase in the number of infections, we donated seven transport capsules for patients with COVID-19 to the Mexican Red Cross, as well as 200 protection kits for doctors and lodging support for 20 doctors for four months.



**AUTOPISTA DEL NORTE, PERU**

In April 2020, the concessionaire Autopista del Norte delivered more than 26 tons of non-perishable food to 2,310 families in the communities surrounding the Red Vial 4: Pativilica-Trujillo concession.

On the other hand, and as a support to the frontline personnel dealing with COVID-19, we distributed 17,700 protection elements, conformed by N95 masks, surgical masks, nitrile gloves as well as 1,615 cleaning kits to fifteen police stations, six police detachments and nine fire companies located in the provinces of Barranca, Huarmey, Casma, Santa, Viru and Trujillo. In addition, we provided 1,130 PPE's to medical assistance personnel in six public hospitals in the provinces of Barranca, Huarmey, Casma, Santa and Viru. The beneficiary institutions were the Barranca Cajatambo Hospital, the Huarmey Support Hospital, the San Ignacio de Casma Hospital, the La Caleta Hospital, the Eleazar Guzmán Barrón Regional Hospital and the Virú Provincial Hospital, with the delivery of face protectors, gloves and N95 masks.



### TERMINAL CERROS VALPARAÍSO, CHILE

In support of the families of port workers at the Port of Valparaíso, we delivered 753 food packages, as well as 1,000 hygiene kits and 10,000 pieces of face masks and gloves for staff protection. This donation was organized by different port stakeholders, including unions and port terminals.

### CANOPSA, CHILE

For the protection of personnel and customers, 6,000 masks and gloves were delivered.



### AUTOPISTA RIO MAGDALENA, COLOMBIA

To support food security for families living in the Autopista Río Magdalena Project, we implemented the *Proyecto Reto: una huerta en casa*, seeking to maintain the relationship and social articulation with the communities, contribute to food sustainability, mitigate the impacts of the pandemic on the family economy and improve nutritional diversity. Through a virtual strategy of sensitization, guidance and training, we invite families to produce food for self-consumption, bartering and sale of surpluses by marketing them through *Merca Emprende Virtual*.

In addition to the above and as a reinforcement, we delivered food boxes to the population.



### TERMINAL DE CONTENEDORES TENERIFE, SPAIN

As a result of social distancing, online classes have been the only way for students to continue with their education, making the acquisition of digital skills and competencies for children and adolescents fundamental for social inclusion and educational development. Therefore, we implemented the project *Reducción de la brecha digital de menores en dificultad social*, which supports students in disadvantaged economic situations by providing 360 cards for internet access and 4,600 euros for the acquisition of electronic devices (tablets) through the Spanish Red Cross.

### EDUCACIÓN VIAL SOMOS TODOS PROGRAM

Through an integrated management approach and committed to continuously improve safety conditions for our customers, employees and communities, we implemented the *Educación Vial Somos Todos* program, which seeks to address road safety and contribute to the reduction of road accidents and the elimination of fatalities, developing a conscious mobility behavior and responsible attitudes, contributing to target 3.6 of the 2030 Agenda's SDGs.

This program offers road safety and responsible driving training for employees, customers and communities, in schools and areas near accident black spots and our Business Units, as well as raising awareness through messages related to road culture, posted on our social media and on the roads.

In collaboration with the Mexican Red Cross, CONMEX, GANA, AuNorte and Viaducto Bicentenario, we conducted an accident rate analysis, in which we identified the most conflictive road points that put the safety of customers, communities and neighbors at risk. Based on this analysis, we selected the schools where the training sessions were given.



In response to the current health contingency, CONMEX implemented a collaboration scheme for six schools selected in vulnerable areas of Ecatepec, providing virtual training to 1,785 people through 3,570 hours of training. Road mapping was also developed, through which road safety risks are identified in the perimeter of the school zone.

AuNor, in collaboration with the Road Safety Directorate of the Peruvian Ministry of Transport and Communication (MTC), conducted an analysis of urban accidents on Red Vial 4, highlighting that speeding is the main cause of accidents.

In addition, in November 2020 we signed a collaboration agreement with the Mexican Red Cross and ALEATICA (CONMEX, GANA, Viaducto Bicentenario and AuNorte) to develop the *Seguridad Vial Somos Todos* program, which promotes a culture of road safety through training and the development and implementation of programs for accident prevention and timely response.

In CONMEX providing virtual training to **1,785** people

**3,570** hours of training

### RENOVATION OF THE PUEBLO NUEVO MAZAHUA ECOTOURISM CENTER, AT-AT

With an investment of 83,800 euros, we implemented the *Rehabilitación del Centro Ecoturístico Pueblo Nuevo Mazahua* project in alliance with Federación Indígena Empresarial y Comunidades Locales de Mexico, A.C. (CIELO), located in the ejido San Felipe Pueblo Nuevo in the municipality of Atlacomulco, State of Mexico. The project involves renovating the restaurant, restrooms, service areas, electrical installation, equipping areas and recreational activities, which employed more than 50 people from the community. Once the work is completed, the short-term objective is to reactivate the economy through the generation of jobs within the Center with the sale of local food, handicrafts and ecotourism services, among others, fostering and promoting the conservation of the culture of the Mazahua communities and indigenous peoples.

### CONTRACTUAL SOCIAL MANAGEMENT PLAN, AUTOPISTA RÍO MAGDALENA

Autopista Río Magdalena continues to promote business growth, and for the third consecutive year has led the *Merca-Emprende* strategy with local institutions, creating spaces for entrepreneurs to market their products.

However, with the sanitary measures imposed globally to avoid COVID-19 contagions, we developed a virtual space as a marketing strategy called *Merca-Emprende Virtual*, with the slogan *Quédate en casa Merca-Emprende te Enlaza*, which provides articulated negotiation and marketing alternatives for entrepreneurs and generates income, which helps to minimize the negative economic impacts in the region.

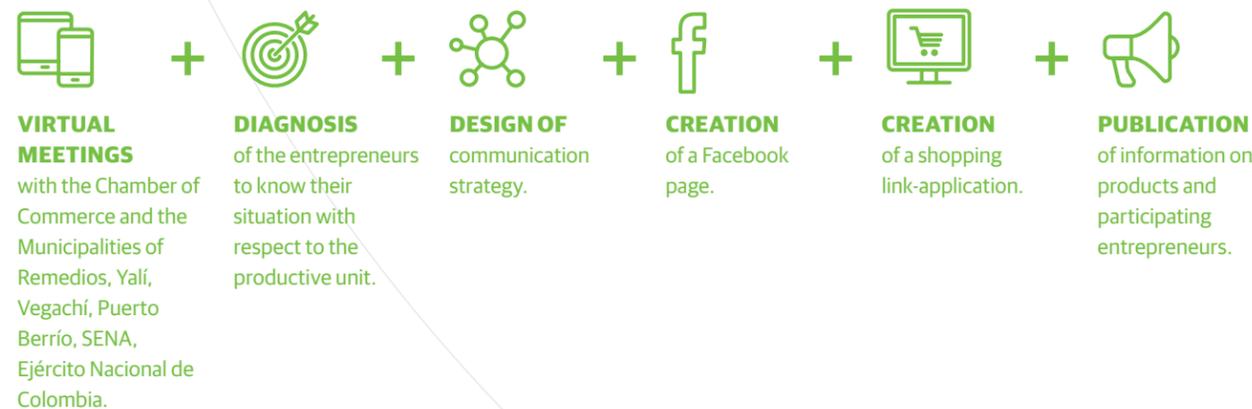
### BOCA SUR HORTICULTURISTS, PROMOTION OF AGRICULTURAL ACTIVITY, PUENTE INDUSTRIAL

As a result of the development in the construction of Puente Industrial, which will connect the municipalities of Hualpén and San Pedro de la Paz, crossing over the Bio Bio River, the Chilean Ministry of Public Works has expropriated 11.2 hectares of land used for agriculture, located on the south bank of the river, compensating 17 horticulturists in the Boca Sur sector.

However, since this activity is their main source of income, the *Programa de Fomento de Actividad Hortícola* has been implemented since 2020 to provide continuity and promote vegetable production activities in the region by donating land as an additional measure to compensate affected farmers. To date, 6 vegetable growers have benefited from the donation of 16.37 ha. It is expected that in 2021 the remaining 11 affected horticulturists will be benefited.

In addition, in February 2020, the Horticulturists Fair was held, where the book *Horticultores de Boca Sur, patrimonio alimentario a orillas del BIO BIO* was presented to promote culture.

We implemented the communication and dissemination strategy through:



### BREBEMI'S PARTNERSHIP AND SPONSORSHIP ACTIVITIES

During the course of the work, Brebemi and ATL continue to forge relationships with the territory through financial donations for social and leisure initiatives in favor of the Communities and territories, the most important of which are: a contribution of 500 euros to the Orchestra of Chiari and 5,000 euros to the municipality of Pagazzano for the exhibition of archaeological finds.

### DONATIONS AT ALEATICA

We made equitable donations of computer equipment in excellent condition derived from the change of offices and renewal of ALEATICA Mexico equipment (monitors, printers, laptops, PCs and keyboards). The beneficiary foundations were John Langdon Down A.C., which provides educational, medical and psychological care to children, adolescents and adults with Down syndrome and their families. The second beneficiaries were the foundation Abriendo Nuevos Caminos A.C., which promotes the integral development of children under 6 years of age in preschool education, through psychological care and early stimulation. The remote education modality represents a useful tool for them to reach more children in economic need and give continuity to their educational development.

### OTHER ALLIANCES

[GRI 102-13; Spanish Law (11/2018): 3]

As part of our strategy to improve our relationship with the communities where we operate, as well as with our stakeholders, some of the alliances we have established are:

- LEED certification by the U.S. GREEN BUILDING COUNCIL for the offices in Parque Toreo, CONMEX
- Instituto Nacional para la Educación de los Adultos (INEA), employee education, CONMEX
- Save the Children - CONMEX
- Mexican Red Cross, Educación Vial Somos Todos Program, CONMEX
- Directorate of Road Safety of the Ministry of Transportation and Communication (MTC), AuNor
- Fundación John Langdon Down Foundation (FJLD), ALEATICA
- Fundación Abriendo Nuevos Caminos, ALEATICA
- Colombian Chamber of Infrastructure, ARM
- Chamber of Commerce of Magdalena Medio and Nordeste Antioqueño-ARM
- National Confederation of Private Entrepreneurial Institutions (CONFIEP), AuNor
- Association for the Promotion of National Infrastructure (AFIN), AuNor

### OUR ENVIRONMENTAL COMMITMENT

[GRI: 102-11, 103-2; Spanish Law (11/2018): 3, 4]

All ALEATICA's Business Units are committed to strict compliance with environmental legislation and regulations on a daily basis. To this end, we identify and monitor compliance with regulations in each of our assets, thus eliminating the risk of fines or penalties resulting from any omission.

Striving to go further, we adopted international best practices, implementing the SMS (Safety Management System), which has an Environmental Management System for voluntary adoption in the Business Units, 5 of which are currently certified with the ISO 14001:2015 standard in ALEATICA.

We seek to generate awareness and sensitization on the importance of environmental care and impacts in all our Business Units, actively and progressively training on the subject, reaching a total of 1,645 employees trained in the environment and 1,234 employees trained through toolbox meetings at the end of the year.

### GREENHOUSE GAS (GHG) EMISSIONS MANAGEMENT AND CLIMATE CHANGE

[GRI: 103-2, 201-2, 305-1, 305-2, 305-3, 305-5; Spanish Law (11/2018): 11, 12, SASB: TR-RO-110a.1, TR-RO-110a.2]

We measure our carbon emissions through the implementation of the **ALEATICA Carbon Emissions Protocol**, which establishes the governance and methodologies for managing and reporting Greenhouse Gas (GHG) emissions resulting from our activity. This protocol will allow us to move forward with measures to reduce energy consumption and the progressive low-carbon operation of our assets.



CO <sub>2</sub> e EMISSIONS	TOTAL 2019 (TON)	TOTAL 2020 (TON)	DIFFERENCE 2019/2020 (%)
Direct emissions of scope 1 (tCO <sub>2</sub> e)	5,547	5,360	-3%
Indirect emissions of scope 2 (tCO <sub>2</sub> e)	4,150*	4,627	11%
Indirect emissions of scope 3 (tCO <sub>2</sub> e)	4,705,556*	3,918,616	-17%

Information on consolidated Business Units non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included. For Brebemi, only loss of energy or distribution losses were included in scope 3.

\* In 2019, 3,939 tCO<sub>2</sub>e were reported for Scope 2 and 4,705,509 tCO<sub>2</sub>e in Scope 3, but these data did not include the energy consumption of TELEVIA and ALEATICA Mexico not covered by the 2019 report.

Scope 1: Fuel consumption

Scope 2: Energy consumption

Scope 3: Use of roads / ports, business trips, transfer to jobs, Also includes losses due to transport and distribution of electricity

#### Greenhouse Gases

**914,512.00**  
ton CO<sub>2</sub>

**357.90**  
ton CH<sub>4</sub>

**11,333.13**  
ton N<sub>2</sub>O

An 11% increase in indirect emissions (scope 2) is reported compared to 2019, due to three main reasons, the first being the opening of new offices in CANOPSA, doubling the electricity consumption due to the use of office equipment, the second being the installation of reflectors in toll booths in GANA, and the third, the acquisition of Brebemi, which reported November and December road and office electricity consumption, representing 7% of the 11% increase in global consumption.

There was a decrease in electricity consumption in the offices due to COVID-19, however the operation of our assets remained normal. The most significant impact, due to the mobility decrease of our customers, was a 17% reduction in indirect emissions of scope 3.

On the other hand, there was a reduction of 786,650 tons of CO<sub>2</sub>e per year, representing 17%, where the predominant gas emitted by our direct and indirect activities was CO<sub>2</sub> with a decrease of 22% per year compared to 2019.

#### GHG QUANTIFICATION AUDITS

Adhering to the *HuellaChile* Program of the Ministry of Environment, we were recognized for quantifying the scope 1, 2 and 3 GHGs generated at Terminal

Information on consolidated Business Units non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included.

Cerros Valparaíso in accordance with NCh-ISO 14064:2003-1 and validated by ABS Quality Evaluations through the audit of the inventory of Greenhouse Gas Emissions and the calculation of the Carbon Footprint, in accordance with the provisions of Chapter X Greenhouse Gas Emissions Verification of the GHG Protocol.

### ENERGY CONSUMPTION AND PREVENTION MEASURES

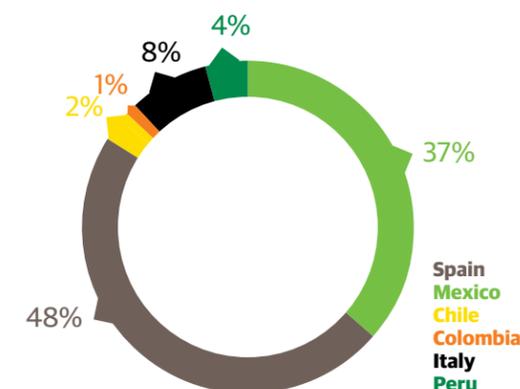
[GRI: 302-1,302-2, 302-3, 302-4, 302-5; Spanish Law (11/2018): 10; SASB: TR-RA-110a.3, TR-RO-110a.3]

Energy consumption and the Mix of the network that provides us with this input, have impacts associated with Scope 2 indirect emissions of greenhouse gases (GHG), which contribute to Climate Change. Therefore, at ALEATICA we continue to progressively promote the energy efficiency of our infrastructure through three main axes: efficient technology, clean energy (solar) and more sustainable vehicles. By contributing to the reduction and efficiency of energy/fuel consumption, we seek to improve our environment by reducing polluting emissions, an area in which we have made significant progress during 2020.

RESOURCE	UNIT	TOTAL 2019	TOTAL 2020	DIFFERENCE 2019/2020 (%)
Electricity consumption	kWh	10,710,632	10,692,944	-1% ▼
Gasoline consumption	Liters	552,542	557,609	1% ▲
Gasoil consumption (Diesel)	Liters	1,198,549	1,155,970	-4% ▼
Consumption of liquefied gases (LPG, Butane, Propane)	Liters	506,681	301,878	-40% ▼
LPG/electric vehicles	No.	79	131	66% ▲
Natural gas or town gas consumption	m <sup>3</sup>	0	1,263	
Consumption of solar energy generated in the facilities	kWh	752,332	833,388	11% ▲

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included. Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

#### ELECTRICITY CONSUMPTION BY COUNTRY



#### ELECTRICITY CONSUMPTION BY ACTIVITY



### EFFICIENT TECHNOLOGY

In compliance with the objective of annually increasing the installed LED power in the Business Units of GANA, Aunorte, VB, AuNor, ARM, CANOPSA, TMS, TCTenerife and TCVAL, we are implementing actions to change over to LED technology by 2020 and make consumption more efficient.

In Brebemi, 54% of the installed lighting systems are LED technology. In addition, through the energy supplier ENEL, an energy mix is guaranteed, which is reflected in the invoices (per year, 2019 had 38.22% of renewable sources).



### SOLAR ENERGY

As part of the promotion to optimize energy demand, in ALEATICA we implement cleaner energy technologies due to the high demand of energy consumption derived from the operation itself.

Therefore, we have invested in the installation of solar panels for self-consumption as part of one of ALEATICA's reduction axes, where we have achieved an increase of 11% globally, being AuNor, Viaducto Bicentenario, TMS and TCTenerife the Business Units that have increased the generation of clean and self-consumable energy.

BUSINESS UNIT	TOTAL 2019 (kWh)	TOTAL 2020 (kWh)	DIFFERENCE 2019/2020 (%)
VB	322,352.00	367,443.00	14%
AuNorte	245,488.00	219,858.00	-10%
CONMEX	64,298.40	41,624.00	-35%
GANA	18,442.80	18,443.00	0%
AuNor	0.02	79.68	0%
CANOPSA	1,987.00	1,988.00	0%
TMS	99,763.00	175,502.00	76%
TcTenerife	0.00	8,450.00	0%

Information on consolidated Business Units in Italy (Brebemi) and non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included.

At Terminal de Contenedores de Tenerife we have installed the solar photovoltaic plant for powering refrigerated containers atop a maintenance warehouse, with a surface area of 500 m<sup>2</sup>, which will allow savings of 165,252 kWh/year and a reduction of 67 tCO<sub>2</sub>e annually, representing 97% (169,427 kWh/year) of the savings defined in the energy audit, carried out in October 2020 in compliance with the requirements established by Royal Decree 56/2016 of February 12.

### SUSTAINABLE VEHICLES

We have progressively made the substitution through the acquisition of vehicles with low-emission technologies and/or fuel conversion to liquefied gas (LPG), which results in a more efficient performance due to its higher calorific value compared to gasoline. At the end of 2020, we were able to increase our fleet by 66% compared to 2019 in the Business Units in Mexico (CONMEX, GANA, VB, AuNorte and Libramiento Elevado de Puebla), Peru (AuNor), Chile (TCVAL) and Italy (Brebemi).

Likewise, and in line with our commitment to more sustainable mobility and the search for solutions, we promote initiatives that reduce emissions linked to the use of our infrastructure and offer incentives to our customers who use electric and/or hybrid vehicles.

*EcoTag*, powered by TeleVía since 2017, applies discounts to customers with electric or hybrid vehicles on toll roads in Mexico City (CDMX), decreasing 22% of CO<sub>2</sub> compared to emissions from gasoline or diesel vehicles. In 2020 they registered 130,884 discounted trips and a 32% decrease in trips compared to 2019, due to the reduction in mobility of customers due to the COVID-19 pandemic, which contributed to avoid 27.29 tCO<sub>2</sub>e per year to the atmosphere.

Brebemi, under the same criteria, offers a fixed 30% discount on the total toll of the A35 highway, applied to all customers with Telepass.



	2019 JAN - DEC	2020 JAN - DEC
Placed EcoTags TeleVía	991	568
Total kilometers (AUN, SVP and AUSUR)	885,819.00	678,793.38
Crossings/ Total trips (AUN, SVP y AUSUR and non-participant highways)	350,143	273,131
Crossings/ Discounted trips (AUN, SVP and AUSUR)	192,416	130,884
% of crossings/ Discounted trips (AUN, SVP and AUSUR)	55%	48%
Discount given EcoTags TeleVía	\$1,579,003.57	\$1,190,391.00
CO <sub>2</sub> Reduction EcoTags TeleVía	-21%	-22%
Tons of CO <sub>2</sub> EcoTags TeleVía	34.13	27.19

Information on consolidated Business Units in Italy (Brebemi) and non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligero Oeste) and Chile (Vespucio Oriente) is not included.

**WE HAD A 38% REDUCTION IN WATER CONSUMPTION FROM THE DISTRIBUTION NETWORK (PRESSURE PIPES, CANALIZATION AND IRRIGATION CANALS).**

**WATER CONSUMPTION**

[GRI: 102-48, 303-3, 303-4, 303-5; Spanish Law (11/2018): 8]

In ALEATICA, we are aware of the importance of the water resource, that is why we adopt technology and infrastructure for its optimal use. Thus, in Circuito Exterior Mexiquense, Grupo Autopistas Nacionales, Autopista Río Magdalena and Terminal Cerros de Valparaíso we have Wastewater Treatment Plants (PTAR in Spanish), with physical and biological processes for its reutilization (landscape or roads irrigation).

The discharge of water from the PTAR to the sewage network, soil, subsoil or bodies of water, complies with the permissible parameters established by law, thus generating a 38% decrease compared to 2019 in the consumption of water from the distribution network (pressure pipes, canalization and irrigation canals), which represents 96% of our consumption.



CONSUMPTION OF WATER	2019 (M³)	2020 (M³)	%
Consumption of water from the distribution network (pressure pipes, canalization and irrigation canals)	68,782*	42,782	-38%
Consumption of surface water (rivers, lakes, canals, reservoirs, etc.)	744	1,165	57%
Groundwater consumption (wells)	0	500	
<b>Total</b>	<b>69,526</b>	<b>44,447</b>	<b>-36%</b>

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligerero Oeste) and Chile (Vespucio Oriente) is not included. Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

\* The water consumption of 87,086 m³ reported in the 2019 Report corresponded to all consolidated and non-consolidated Business Units.

To make better use of water resources, Brebemi's infrastructure design includes gutters and runoff channels to capture rainwater, which is subsequently treated in three phytoremediation-based treatment plants to be used or discharged into receiving water bodies.

**MATERIAL CONSUMPTION**

[GRI: 103-2, 301-1; Spanish Law (11/2018): 9]

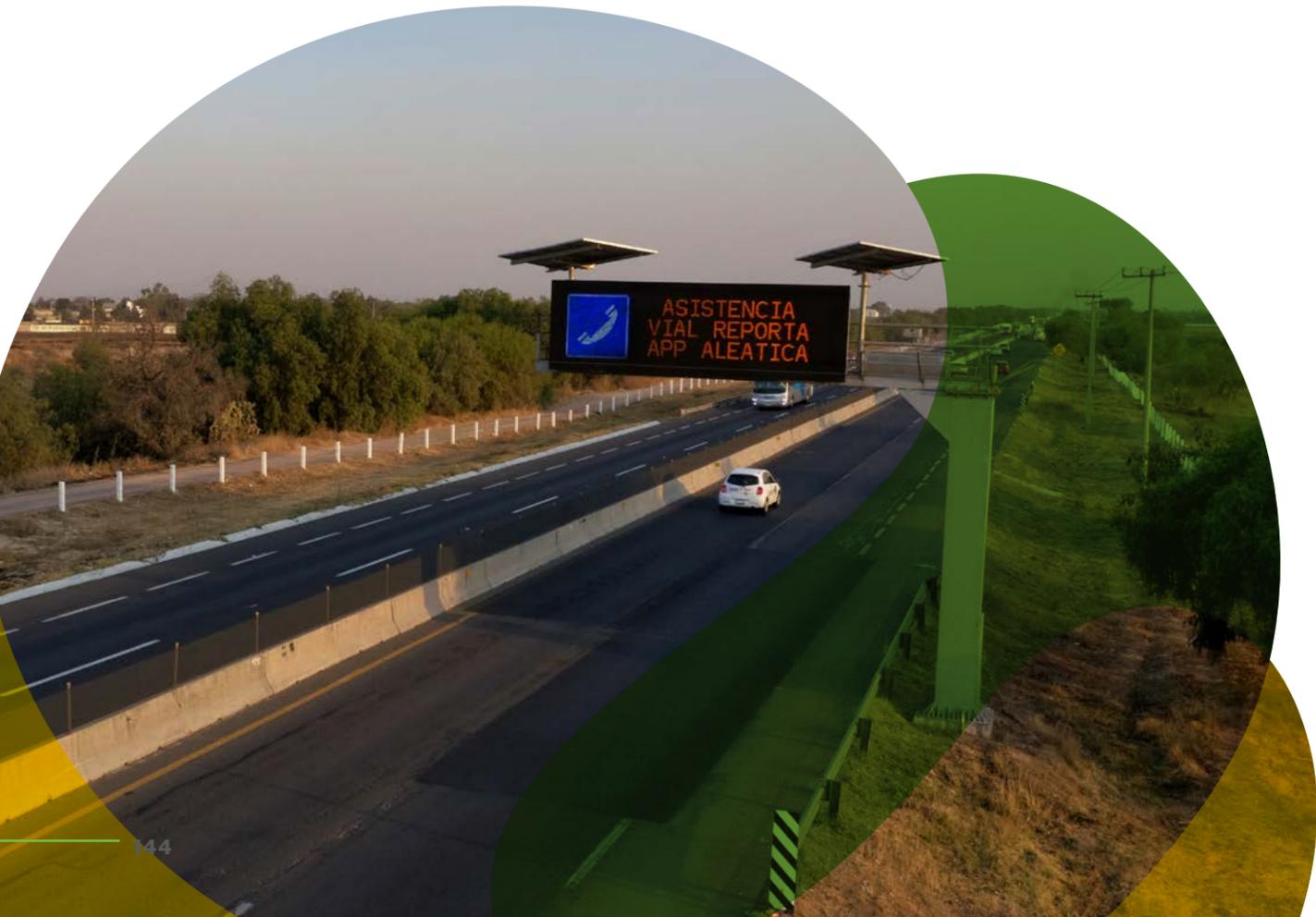
The nature of the business and the quality of our assets require us to maintain the roads in optimal conditions; therefore, the main material consumption by the Business Units that make up ALEATICA is represented by bituminous or asphalt mixtures (50.12%), acquired from suppliers, which is used for major and minor maintenance of our road infrastructure, followed by the consumption of salt and metals (35.28% and 8.95%, respectively).

Our material consumption varies each year, as it depends on the activities and/or maintenance needs, expansion or modification of each project, as well as the acquisition of assets or the construction or operation stage in which the Business Units are in, presenting variations in annual consumption.

CONSUMED MATERIAL	TON	%
Consumed paints or primers	60.17	2.57
Consumed oils and greases	10.20	0.44
Consumed bitumen	61.96	2.64
Consumed bituminous or asphalt mixes, acquired directly from suppliers	1,174.12	50.12
Consumed metals (W guardrails, lanes, containers)	209.78	8.95
Consumed fertilizers	0.02	0.00
Consumed salt	826.47	35.28
Consumed refrigerant gases	0.01	0.00
Consumed insulating gases	0.00	0.00
<b>Total</b>	<b>2,342.73</b>	<b>100.00</b>

Information on consolidated Business Units non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro LigerOeste) and Chile (Vespucio Oriente) is not included. Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 are considered.

One of the relevant actions in Brebemi includes the possibility of using (in accordance with current legislation and expected performance), recycled materials for the construction and renovation of the road pavement, so it is foreseen that for the maintenance and reconstruction of the deep pavement layers a maximum of 25% recycled material can be used.



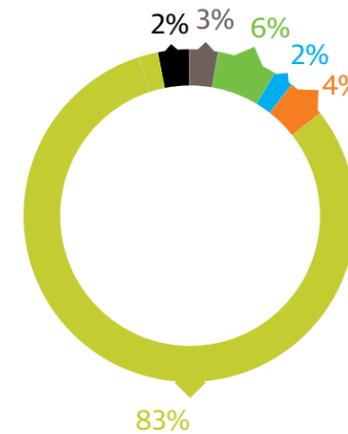
### WASTE

[GRI: 103-2, 306-1, 306-2, 306-3, 306-4, 306-5; Spanish Law (11/2018): 6, 7]

In order to generate less environmental impact from waste generation, we promote integrated waste management through initiatives that contribute to a low environmental impact, efficient and competitive economy. We dispose of waste in accordance with the legal and regulatory framework of each country and promote improvements through Management Plans and strategic alliances to contribute to the valorization of waste and generate an impact in favor of the environment by promoting best practices in all Business Units.

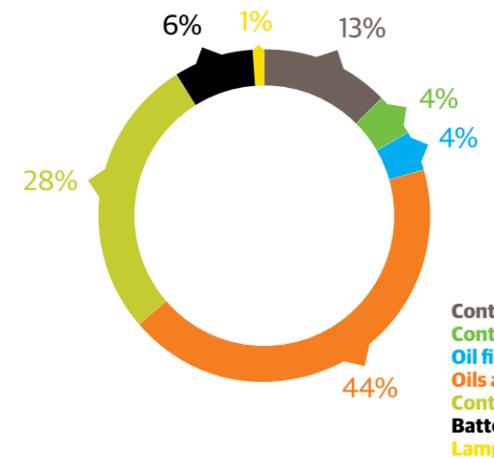
### NON-HAZARDOUS AND HAZARDOUS WASTE TOTAL

#### NON-HAZARDOUS



Wood  
Scrap  
Plastics  
Organic  
Mixed urban  
NFU

#### HAZARDOUS



Contaminated plastics  
Contaminated metals  
Oil filters  
Oils and greases  
Contaminated absorbents  
Batteries  
Lamp/fluorescent bulbs

Information on consolidated Business Units non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro LigerOeste) and Chile (Vespucio Oriente) is not included.

In the case of mixed urban waste and end-of-life tires, most of it comes from waste left by customers on our roads, which is collected and separated during cleaning and maintenance tasks.

TCVAL managed 13.4 tons of end-of-life tires (NFU in Spanish), which were used as a protective layer for the basal waterproofing of the Santa Martha RSSM landfill. This was carried out in partnership with the company ECOPORT, which carried out the removal and disposal at the landfill.

NON-HAZARDOUS WASTE	TOTAL (KG)	HAZARDOUS WASTE	TOTAL (KG)
Amount of wood waste	48,686.00	Contaminated plastic waste (including packaging)	3,415.00
Amount of scrap metal waste	107,854.00	Contaminated metal waste (including packaging)	1,083.00
Amount of plastic waste	41,547.00	Oil filter waste	1,124.00
Amount of organic waste	62,133.00	Oil and grease waste	11,535.00
Mixed non-hazardous waste (urban or urban-assimilable)	1,453,435.00	Contaminated absorbents waste (rags, sepiolite, etc.)	7,339.00
End-of-life tires (NFU)	98,18	Battery waste	1,717.00
		Lamp/fluorescent bulbs waste	173.00

Information on non-consolidated Business Units in Mexico (Supervía Poniente and Libramiento Elevado de Puebla), Spain (Autovía A-2 and Metro Ligerio Oeste) and Chile (Vespucio Oriente) is not included.

**THE HAZARDOUS WASTE GENERATED, MOST OF WHICH IS OIL, GREASE AND ABSORBENTS, ORIGINATED FROM EQUIPMENT MAINTENANCE ACTIVITIES, IS HANDLED IN ACCORDANCE WITH THE APPLICABLE REGULATIONS.**

**WASTE MANAGEMENT PLAN, GANA**

For environmental protection and regulatory compliance, we developed the Special Waste Management Plan, under NOM-161-SEMARNAT-2011, in order to establish guidelines for integrated management (separation, collection, recovery and final disposal), thus minimizing and controlling environmental impacts and health risks. The goal was to reduce by 10% the generation of special handling waste on the road. To this end, spaces were adapted for the collection and segregation of waste at the Amozoc, Cuapiaxtla, Cantona and Perote toll booths as temporary warehouses.

**PARTICIPATION IN THE MEXICO CITY'S RECICLATRÓN PROGRAM IN CONMEX**

As part of the environmental culture and good practices, CONMEX participated in the 76th electronic waste and batteries collection day in the *Reciclatrón de la CDMX* program, delivering out-of-order equipment such as 48 keyboards, 5 monitors, 1 screen, 5 barrier motors, 23 hard disks, 34 mice, 7 video cameras, 24 telephones/fax, 2 plotters, 15 remote controls for cameras, 4 modems, 5 regulators, 10 toners, 54 ticket printers, 1 scanner, 1 DVR, 42 video cards, 1 laptop, 15 switches, 16 video converters and different types of cables, among others. As a result of this activity, we obtained a recognition of participation from the Azcapotzalco Municipality, while ensuring the proper disposal of the waste generated.

**RECYCLING TAGS, TELEVIA**

Considering the environmental impact generated by unused electronic toll collection devices, TeleVía implemented the **Tag Recycling** program. In alliance with BioBox in Mexico City, 15 bio-recycling machines were temporarily installed at strategic points in the Mexico City area for their collection. During 2020, 90,000 pieces of end-of-life tags were collected for their responsible disposal. In addition, recycling containers were permanently incorporated in the Customer Service Centers (CAC in Spanish).



**RECICLA, BREBEMI TE PREMIA CAMPAIGN**

The new initiative to protect the environment incorporates waste reduction and recycling strategies. Brebemi partnered with Chef Express to offer a 10% discount on in-store consumer products in exchange for using the automatic PET bottle recycling machines installed in the A35 service areas.

**90,000**  
end-of-life tags were recycled in Mexico City in 2020

The initiative allows the disposal of used disposable bottles, transferring them to a special plastic co-processing compactor for later recovery.



**IN 2020 GLOBALLY, WE PLANTED A TOTAL OF 104,647 INDIVIDUALS ON 95.13 HA, WHICH OFFSET ABOUT 570.80 TCO<sub>2</sub>E TO THE ATMOSPHERE.**



### **BIODIVERSITY, ECOSYSTEM RESTORATION AND REFORESTATION**

[GRI: 103-2, 304-2, 304-3; Spanish Law (11/2018): 14, 15]

In ALEATICA, we are aware of the impacts we generate in the areas where we develop, therefore the protection of biodiversity is a priority, and we are committed to acting responsibly, safeguarding ecosystems and promoting respect for the environment with a sustainable approach.

Throughout the year, we carried out important mitigation and proactive actions through the restoration and conservation of ecologically important areas for the preservation of ecosystems and the environmental services they provide, such as water capture and filtration, mitigation of the effects of climate change, O<sub>2</sub> generation, soil retention, biodiversity protection, among others.

The most outstanding initiatives in 2020 were carried out by the Mexico, Chile and Italy teams, since many activities were temporarily suspended due to the pandemic caused by the SARS-CoV-2 virus.

Several reforestation initiatives have been developed in our roads in Mexico, stipulated in the environmental impact resolutions and voluntarily in the conservation and maintenance of green areas in rights-of-way.

#### **REFORESTATION IN RIGHT-OF-WAY**

In the GANA **Reforestation Program**, in the Tlaxcala section that crosses the La Malinche Protected Natural Area (PNA), we planted 2,027 native trees donated by Fundación Produce, from Cuapixtla to kilometer 43+200, on the right-of-way in both areas.

In CONMEX we reforested 1.3 hectares on the right-of-way in the municipality of Texcoco, where we planted 1,429 urban tree species such as pine, Peruvian pepper, ash, white cedar, black cherry, among others, with minimum heights of 1.5 meters.

#### **REFORESTATION IN AREAS OF ECOLOGICAL IMPORTANCE**

The compensation measures implemented as a result of environmental authorizations for the generation of negative impacts in the construction and/or modernization stage of the roads (AT-AT and CANOPSA), have resulted in Reforestation Programs as regulatory compliance with the authorizations by local governments.

In CANOPSA we reforested 16 hectares as compensation for the affected forest areas, in addition to the commitment to reforest 6 additional hectares of Guayacan (*Porlieria chilensis*), a species endemic to the region and categorized as vulnerable by the Ministry of Environment of Chile.

The development of the **Mexico-Guadalajara Highway** project crosses two Natural Protected Areas

(NPA), with the categories of state parks in the **Atizapán-Atlacomulco section**: Parque Natural de Recreación Popular El Ocotol and Parque Santuario del Agua y Forestal Subcuenca Tributaria Arroyo Sila, located in the State of Mexico.

In order to comply with the mitigation and conditioning measures established in the resolution documents on Environmental Impact and Change of Land Use in Forest Areas, we implemented the **Reforestation Program** through which a total of 252.8 hectares have been reforested since 2018.

In 2020 we reforested 76 hectares with trees of different native species such as Oaks (*Quercus rugosa* and *Quercus crassifolia*) and Pines (*Pinus montezumae* and *Pinus greggii*), among other native species.

## RESPONSE TO ENVIRONMENTAL EMERGENCIES

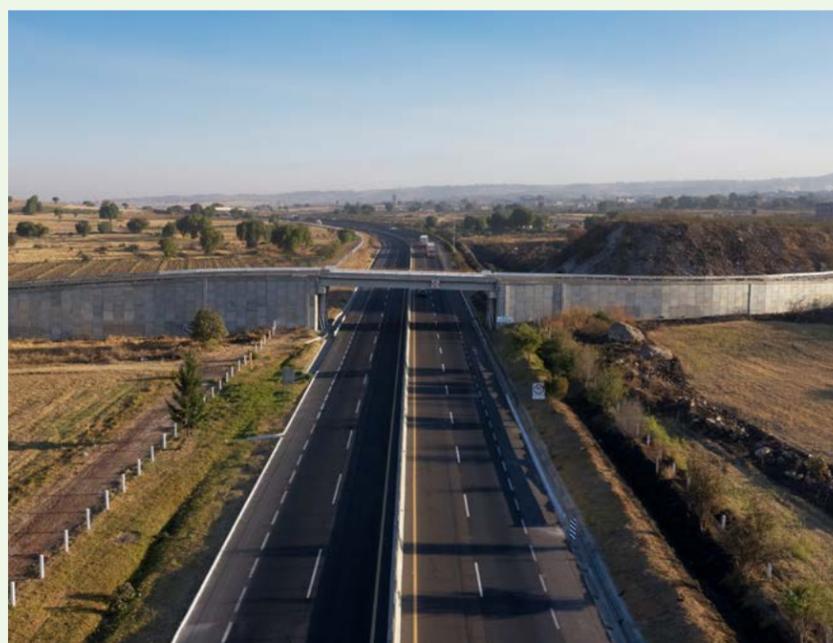
[GRI: 201-2, 307-1; Spanish Law (11/2018)]

Within the SMS, the **Emergency Preparedness and Response Plan DOS-PRCS-08** contains a set of guidelines and orientations based on management, operational and communication structures and actions, which can be applied or adapted to all ALEATICA's Business Units according to the particularities and risks of each project.

According to the plan, drills must be carried out to prepare and raise awareness among those involved to adopt the most appropriate protocols and procedures in the event of a real environmental emergency situation and thus achieve greater efficiency in the proposed emergency protocols.

For this reason, CONMEX has an **Environmental Contingency Plan CEM-HSEQ-PLA-004**, which identifies and indicates how to respond to environmental contingencies, preventing and mitigating adverse environmental impacts, such as floods, spills, fog or mist, thunderstorms, hail, volcanic eruptions, and atmospheric environmental contingencies. In the simulation of a hypothetical oil spill, 162 employees received 82 hours of training in 2020.

**NO NON-COMPLIANCE WITH ENVIRONMENTAL LAWS OR REGULATIONS WAS RECORDED IN ANY OF OUR BUSINESS UNITS DURING 2020.**



## SUPPLY CHAIN

[Spanish Law (11/2018): 54]

At ALEATICA we are committed to applying the highest standards in the management of our processes, so we all adhere to the Code of Ethics, the Anti-Corruption Policy, the Responsible Purchasing Policy and the Internal Purchasing Regulations, which are the guiding principles of the purchasing and contracting management process.

During 2020, through a review of the supply chain and an improvement to our regulations, the Global Management of Processes and Continuous Improvement, together with the Risk, Compliance, HR and Audit Departments, issued a new **RHS-NORM-14 Standard for Purchasing and Contracting**.

Likewise, striving for continuous improvement, in 2020 we issued the **RHS-NORM-20 Standard for Supplier Homologation, Registration and Evaluation**, which strengthens the process of registering and evaluating our suppliers' products and services.

## PROCUREMENT STRUCTURE

[GRI: 204-1]

ALEATICA's vision is to provide excellent service to both its external and internal customers, so the organizational structure responsible for the procurement process is also responsible for the management of general services in most Business Units, keeping some purchases centralized for better execution.

**5,715**  
suppliers  
at the end of 2020

COUNTRY	NUMBER OF SUPPLIERS	LOCAL	FOREIGN
Spain	836	757	79
Mexico	3,229	3,229	0
Chile	467	456	11
Colombia	371	353	18
Peru	288	260	28
Italy	524	505	19
<b>Total</b>	<b>5,715</b>	<b>5,560</b>	<b>155</b>

Information on non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport).



Our purchasing volume during 2020 was 412.75 million euros. Spending was 97% from local suppliers and 3% from foreign suppliers.

COUNTRY	PURCHASING VOLUME (M EUROS)
Spain	42.50
Mexico	75.03
Chile	250.52
Colombia	26.97
Peru	17.73
<b>Total</b>	<b>412.75</b>

Information on non-consolidated Business Units is not included: Mexico (Supervía Poniente, Libramiento Elevado de Puebla and Toluca International Airport). Since Brebemi companies were incorporated on October 26, 2020, only data from November and December 2020 (89.14 million euros) are considered.

In order to maintain the best service standards, during 2020 we continued to build our supplier portfolio based on the best technical and economic options, as well as on the needs of our Business Units. Based on these characteristics of technical quality and price, as well as timeliness and understanding of our Business Units' needs, local suppliers were the most frequently employed.

## SUPPLIER EVALUATION

[GRI: 103-3; Spanish Law (11/2018): 44, 55, 56]

In order to ensure the continuity of the operation and service to our customers, during 2020 the Global Risk Management continued to evaluate risks, identifying and classifying among operational risks those related to bids, subcontracting and suppliers, construction execution,

operation management, labor, environmental, technology and systems.

The adherence of our suppliers to our standards of conduct and Code of Ethics is permanently required, and is formalized through the signing of

contracts that include a clause on the knowledge and compliance with our Code of Ethics as a condition for entering into a relationship with any company of the Group. Additionally, we carry out a due diligence evaluation process of critical suppliers to formalize their good practices.

The Code of Ethics includes, among others, respect for and compliance with the following guiding principles:

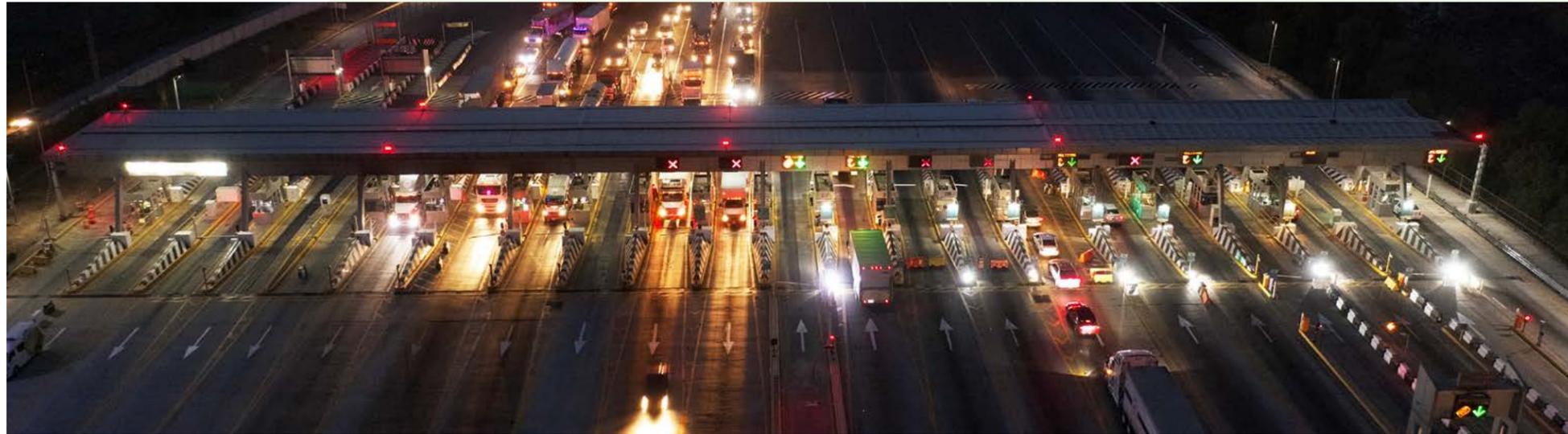


In addition to the submission and signing of ALEATICA's Code of Ethics, a commitment to avoid any form of corruption and to scrupulously comply with all applicable anti-bribery and anti-corruption laws, regulations and procedures is included, as well as to follow the recommendations of International Organizations such as the OECD and the United Nations.

In turn, with the issuance of the **RHS-NORM-20 Standard for the Homologation, Registration and Evaluation of Suppliers**, the due diligence process strengthens and prevents the correct measurement of risks that may arise from the potential relationship with critical suppliers. In each Business Unit or corporate area, the operating unit that maintains the

direct relationship with the supplier initiates the analysis process by means of the scope test that determines both the depth and the perspective of the analysis to be developed: compliance, financial and/or technical analysis.

**100% OF THE REGISTERED VENDORS WERE EVALUATED WITH THE DUE DILIGENCE PROCESS TO ENSURE THAT NO TRANSACTION AND/OR VENDOR REGISTRATION WAS PERFORMED OUT OF COMPLIANCE WITH THE REGULATIONS.**



The compliance analysis perspective identifies risks associated with compliance, legal, regulatory or reputational principles or facts. In the financial analysis, solvency, liquidity and indebtedness ratios are calculated based on the financial statements of the third party (supplier) and available qualitative information is evaluated in terms of news of incidents and financial capacity. Finally, the technical perspective is based on internal information sources such as previous experience, as well as external information, such as project references, incidents and degree of potential conflicts.

During 2020 all our procurement processes were strengthened, providing legal certainty to our Business Units by signing service contracts in accordance with the standards established by local legislation, as well as our regulations.

To ensure that there are no suppliers with significant risk in the operation, during 2020 we continue to request our suppliers to sign the **Responsible Declaration** issued by the Compliance area, where they declare to be within the legal framework and agree to adhere to the Code of Ethics and the Anti-Corruption Policy of ALEATICA.

During 2020 all our suppliers continued to sign an external questionnaire for the third party due diligence process (Suppliers), issued by the Compliance area, thus ensuring that no operation and/or supplier registration will be carried out beyond regulations.

In this questionnaire, we include information regarding the control procedures and policies implemented to ensure that suppliers comply with the legislation in force in the country where they work, as well as safety and labor regulations, and human rights aspects, with regard to their employees.

Currently there is no evaluation of social aspects; however, during the due diligence process, technical visits are made to offices and the current certificates of service providers are requested in order to know their operating practices and adherence to regulatory compliance. In our Human Rights Policy we involve suppliers by indicating that

all actions of ALEATICA and the people with whom it has a relationship must keep a scrupulous respect for human rights and civil liberties included in the Declaration of Human Rights of the United Nations.

Depending on the activities to be contracted with a supplier, environmental criteria are included in the due diligence procedure, including environmental certificates or mandatory compliance studies. CONMEX has already begun to evaluate environmental impacts, using a matrix to identify and evaluate environmental aspects and impacts.

**NO OWN NOR SUPPLIER OPERATIONS WERE IDENTIFIED WITH CASES OF CHILD OR FORCED LABOR.**

## TAX CONTRIBUTION

[Spanish Law (11/2018): 60]

Transparency and fiscal responsibility are fundamental pillars in the ALEATICA Group's Tax Policy and, therefore, in the management of all our economic activity. These principles are embodied in our diligence in complying with all tax obligations, including taxation and collaboration with the Tax Authorities in each jurisdiction where we operate.

Our economic and social contribution is reflected not only by paying taxes of different nature but also by paying to the public treasuries of each jurisdiction, taxes and contributions on behalf of other taxpayers as a consequence of our economic activity, such as indirect taxes or withholdings.

In compliance with our commitment to maximum transparency, we proceed to quantify the total tax contribution made by ALEATICA in all the jurisdictions where we operate.

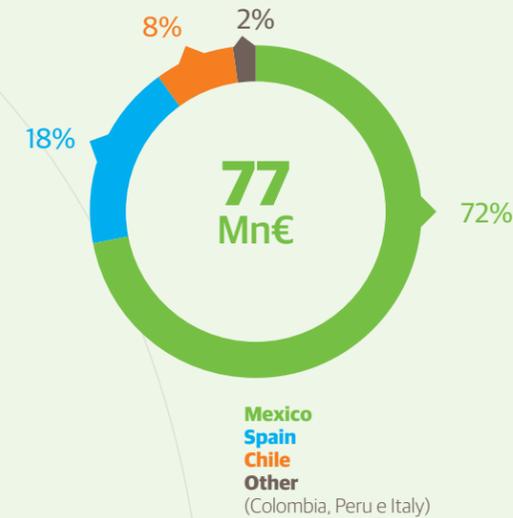
Data relating to tax contribution in 2020 show a downward variation compared to the previous year mainly due to the effects of COVID-19 on invoicing levels in each of the jurisdictions in which the ALEATICA Group is present.

Two major categories are differentiated: supported taxes and collected taxes, distinguishing whether the taxes represent an effective cost or a collection on behalf of other taxpayers, respectively.

In turn, within each category, some generic groups of taxes and contributions are distinguished according to their nature, always following cash criteria.

2020

### BREAKDOWN OF TAX CONTRIBUTION



### TAXES COLLECTED ON BEHALF OF OTHERS

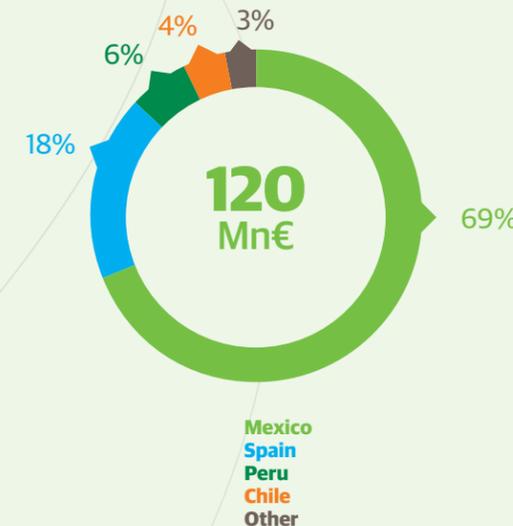


### OWN TAXES



2019

### BREAKDOWN OF TAX CONTRIBUTION



### TAXES COLLECTED ON BEHALF OF OTHERS



### OWN TAXES





MORE THAN **2 COMMITTEES** FOR  
APPOINTMENTS AND COMPENSATION,  
AUDIT AND RISK,

**WE ARE THE  
GUIDE THAT  
LEADS US WITH  
HONESTY AND  
TRANSPARENCY.**

WE FOLLOW THE HIGHEST CORPORATE GOVERNANCE STANDARDS.  
WE ADOPT INTERNATIONAL BEST PRACTICES TO ENSURE  
TRANSPARENCY. WE SEEK EFFICIENCY AND INTEGRITY IN THE  
SERVICE WE PROVIDE.

## TRANSPARENCY AND CORPORATE GOVERNANCE

[GRI: 102-13, 103-2, 205-1, 307-1]

AT ALEATICA WE UNDERSTAND THAT INTEGRITY, TRANSPARENCY AND CORPORATE GOVERNANCE ARE BASIC PRINCIPLES THAT SHOULD CHARACTERIZE THE WAY WE DO THINGS.



We want our customers, employees, suppliers, allies, governments and communities to consider us as a reliable and predictable partner. ALEATICA intends to distinguish itself as a benchmark infrastructure operator in the way we do things. To this end, we rely on the support and expertise of IFM Investors, our controlling shareholder, which is a signatory to the United Nations Principles for Responsible Investment.

Our governing bodies are aware of the standards of integrity and transparency that must govern our actions at all times and in everything we do. These bodies have a direct involvement in decisions that enable the creation of up-to-date Corporate

Governance through the approval of corporate policies. The group's internal procedures have been developed so that its governing bodies receive independent information from the Compliance and Internal Audit Departments, which allows them to have an assessment of ALEATICA's compliance status in different aspects of its corporate life.

In Mexico, ALEATICA S.A.B. de C.V. is listed on the Mexican Stock Exchange (*Bolsa Mexicana de Valores*, BMV) and is part of the FTSE4Good index for emerging markets in Latin America. As a publicly traded company, it is subject to the transparency regulations of the securities markets.

## CORPORATE GOVERNANCE

[GRI: 102-18, 102-24]

Our parent company is ALEATICA, S.A.U., which is a Spanish company based in Madrid, and holds direct or indirect interests in all the companies of the group. ALEATICA Group has subsidiary holding companies from which in turn derive the concessionary companies in the following countries: Spain, Mexico, Colombia, Chile, Peru, Luxembourg and Italy. The legal nature of ALEATICA, S.A.U. is that of a public limited company, with a single shareholder.

ALEATICA S.A.B. de C.V. is the parent company of the ALEATICA Group in Mexico, listed on the Mexican Stock Exchange and is the direct or indirect holder of the group's interests in the country.

### ALEATICA, S.A.U.



**FOUR-MEMBER BOARD OF DIRECTORS** that meets periodically.



**TWO COMMITTEES** have been created within the Board: Appointments and Remuneration, and Audit and Risk.

This **Board of Directors** consists of four members, one of whom is the Chairman and the other the Chief Executive Officer. The secretary is not a member of the Board. In turn, two specialized committees maintain within the Board: Appointments and Remuneration, and Audit and Risk. The sole shareholder, Global Infracor Silver Spain, S.L., appoints the directors considering their experience, solvency and professionalism. The Board of Directors is in charge of appointing the positions within the Board itself, i.e. Chairman, Secretary and Chief Executive Officer. It is also the body in charge of appointing the members of the specialized committees.

With regard to performance evaluation, there are no mechanisms to evaluate the performance of the highest governance body with respect to management, given its small size.

### ALEATICA, S.A.B. DE C.V.

This Board of Directors is comprised of **seven members**, five of whom are independent directors and two of whom are proprietary directors, normally appointed by the General Ordinary Shareholders' Meeting (art. 24 of the Mexican Securities Market Law, Ley del Mercado de Valores, LMV), which may appoint one or more alternates.

**MORE THAN HALF OF THE BOARD OF DIRECTORS' MEMBERS ARE INDEPENDENT.**

The Board maintains two committees:



**AUDIT COMMITTEE**  
Formed exclusively by independent directors.



**CORPORATE PRACTICES COMMITTEE**  
Formed exclusively by independent directors.

ALEATICA, S.A.B. de C.V. is a company listed on the BMV, so we are supervised by the **National Banking and Securities Commission (Comisión Nacional Bancaria y de Valores, CNBV)** and the corresponding regulations apply to us; the LMV, the General Provisions Applicable to Securities' Issuers (*Disposiciones de Carácter General Aplicables a las Emisoras de Valores y Otros Participantes del Mercado de Valores, CUE*) and the General Provisions Applicable to Securities' Issuers and entities that engage in external audit services (*Disposiciones de Carácter General Aplicables a las Entidades y Emisoras de Valores Supervisadas por la Comisión Nacional Bancaria y de Valores que contraten servicios de auditoría externa, CUAE*), which guarantee the

transparency and integrity of the financial information that the Mexican group provides to the market.

Our Board of Directors and the Chief Executive Officer are responsible for the administration of the Company (duties of the Chief Executive Officer art. 44 LMV) within the scope of their respective competencies. The Board of Directors shall appoint a secretary and an alternate secretary who are not members of the Board of Directors and shall also appoint the persons to hold such other positions as may be created for the better performance of their duties.

Shareholders owning shares with voting rights, including limited or restricted voting rights, who individually or jointly

hold 10% of the capital stock of the Company, will have the right to appoint and revoke a member of the Board of Directors at a **General Shareholders' Meeting**. Such appointment may only be revoked by the other shareholders when the appointment of all the other directors is revoked, in which case the persons replaced may not be appointed in such capacity during the twelve months following the date of revocation. Once such appointments have been made, the other members of the Board shall be appointed by a simple majority of votes, without counting the votes corresponding to the minority shareholders who have made the aforementioned appointment or appointments (art. 50 LMV).

**THE BOARD OF DIRECTORS IS THE HIGHEST GOVERNING BODY OF THE COMPANY.**

In accordance with the provisions of the By-Laws of ALEATICA, S.A.B. de C.V., the members of the **Board of Directors shall remain in office for one year**, and their appointment may be ratified at the Annual Meeting. The directors will continue in office for a period of up to 30 calendar days, even if the one-year term for which they were appointed has ended or if they resign their position, in the absence of the appointment of a substitute or when the substitute does not take office, without being subject to the provisions of Article 154 of the General Law of Commercial Companies (*Ley General de Sociedades Mercantiles*).

The **Board of Directors may appoint interim directors**, without the intervention of the Shareholders' Meeting, in cases in which the term for which they were appointed has expired, the director has resigned, or the circumstances set forth in Article 155 of the LGSM (cases of revocation of appointment of directors) are met. The Company's Shareholders' Meeting shall ratify such appointments or appoint the substitute directors at the Meeting following the occurrence of such event.

In the selection of purposes, values and strategy, the directors, in the diligent exercise of the functions conferred upon them by the LMV and the By-laws, must act in good faith and in the best interest of the company and the entities it controls (duty of diligence-art. 30 LMV). Likewise, they must maintain confidentiality with respect to the information and matters of which they have knowledge by reason of their position in the company, when such information or matters are not of a public nature (duty of loyalty-art. 34 LMV).

The Board of Directors in the performance of its duties complies with the pillars of the ALEATICA Group: Security, Sustainability, Service Excellence, Transparency and Corporate Governance, and Passion for the Team and complies with the provisions of the Code of Ethics and the Anti-Corruption Policy and the rest of the policies and rules approved by the ALEATICA Group.

**THE BOARD OF DIRECTORS, THROUGH THE CORPORATE PRACTICES COMMITTEE, THE AUDIT COMMITTEE AND THE EXTERNAL AUDITOR, IS IN CHARGE OF OVERSEEING THE MANAGEMENT, CONDUCT AND EXECUTION OF THE COMPANY'S BUSINESS AND THAT OF THE LEGAL ENTITIES CONTROLLED BY THE COMPANY.**



## SUBSIDIARIES

The purpose of internal standard **DAJ-NORM-01 STANDARD FOR THE COMPOSITION AND OPERATION OF THE MANAGEMENT BODIES**, applicable throughout the group, is to provide homogeneous criteria for determining the structure of the management bodies of subsidiaries and investee companies and the designation of their representatives in these governing bodies.

As a general rule, these subsidiaries must have a Board of Directors as the highest administrative body. The composition and structure of the Board of Directors shall be proposed by the CEO of ALEATICA S.A.U. to the Board of Directors. The CEO shall preferably include in their proposal the following representatives (depending on the number of directors to be appointed by ALEATICA):

- The CEO of ALEATICA Group, shall they decide to join.
- The Regional Director
- The Global Chief Financial Officer or a Corporate Chief Financial Officer.

- Other directors with technical or business knowledge of the company's activity, e.g. Directors/Managers of other companies, Technical, Operations or Human Resources Directors.

In the event that the administrative body is a Board of Directors, as far as possible, an attorney from the Group's Legal Department is appointed as secretary.

## REGULATORY ASSESSMENT AND COMPLIANCE

As soon as the construction stage begins, the maintenance and renewal of each of the permits to which the projects will be subject begins to be managed. In general, it can be said that, in the construction phase of a highway, the rules on environmental licenses, urban planning licenses and all matters relating to the acquisition of the right of way (expropriations) are particularly important for regulatory compliance purposes. Once the highway is built, the relevant regulatory framework generally addresses compliance with the management quality indicators established in the concession title, the regulations on public roads and the periodic renewal of the licenses and permits associated with the highway. The rights of the customers must also be taken into account at this stage of bringing the highway into use.

To supervise compliance with these permits, we hire external consultants. In addition, we assign a manager within the company to oversee that the hired consultants comply in a timely manner with the management, maintenance and renewal of the permits. We include in the contracts, as a compliance requirement, the adherence to the standards of the **International Finance Corporation (IFC)**.

We conduct additional periodic compliance audits to ensure that activities and documents are in compliance with the guidelines and specifications indicated in the operating permits.

## ALL OF OUR PROJECTS MUST HAVE A SERIES OF MUNICIPAL, STATE AND FEDERAL PERMITS THAT ARE OBTAINED DURING THE DEVELOPMENT STAGE.

To ensure regulatory compliance, all documents prepared for legal compliance are monitored by the company's legal department, which permanently assists the different departments.



## INTERNAL AUDIT

ALEATICA has a **Global Internal Audit Department**, which performs in accordance with the mission, organization and powers, functions, competencies and responsibilities established in the **Internal Audit Statute**, approved by the Board of Directors.

This department evaluates and monitors the procedures, practices and activities that constitute ALEATICA's internal control system, based on international standards and best practices of the profession. It also supports the Organization by making recommendations and monitoring their implementation in order to achieve strategic objectives and improve the control system.

It reports hierarchically and functionally to the **Audit and Risk Committee**, so as to guarantee its independence and the development of the assigned functions. The Internal Audit Department performs the work specified in the audit plans approved by the Audit and Risk Committee. These plans are focused on the risks identified by ALEATICA, and their scope mainly includes the following aspects:



**FINANCIAL AND OPERATIONAL PROCESSES.**



**INFORMATION TECHNOLOGY AND CYBERSECURITY PROCESSES.**



**REGULATORY COMPLIANCE.**



## RISK MANAGEMENT SYSTEM

[GRI: 102-15, 102-29]

Our company is exposed to a wide range of challenges and risks arising from the nature of our operations and the countries in which we operate, which could affect our performance and prevent us from achieving our objectives.

This is why Risk Management is essential to reduce the impact and/or probability of the risks to which we are exposed.

ALEATICA's **Board of Directors and Senior Management** promote risk management as part of the corporate culture.

Based on the active management of risks at all levels of the organization, it is intended to be integrated and applied in all activities and projects developed, serving as a basis for the decision making process.

ALEATICA has a **Risk Management policy and standard** approved by the Board of Directors. These documents establish the principles, guidelines and methodology for identifying, evaluating, controlling, monitoring and reporting the most significant risks to which each Business Unit is exposed in the course of its operations. They define the roles and responsibilities of all participants within this Risk Management framework, as well as the reporting mechanisms.

The **Risk Department promotes the Risk Management framework** and ensures its adoption in all Business Units. As part of the actions to enhance the risk culture throughout the organization, a **mobile application** was implemented to provide training and communication to each of our employees, thus making risk management part of their daily activities.



**RISK MANAGEMENT IS AN INSTITUTIONAL PROCESS PRESENT IN EACH BUSINESS UNIT.**

### IDENTIFICATION AND CONTROL

Business and Functional Units are responsible for identifying and managing risks through their assigned area. All risks are evaluated considering their impact and probability of occurrence. Each risk is assigned an owner who is responsible for ensuring that the risks are properly managed.

Risks are grouped into four categories:



IN ORDER TO ANALYZE AND CLASSIFY THE EXPOSURE OF THE RISKS IDENTIFIED BY THE COMPANY, WE CONSIDER THE INTERACTION BETWEEN THEM AND NOT ONLY THEIR INDIVIDUAL IMPACT.

Business and Functional Units define control activities and mitigation plans for each identified risk, which are documented and monitored on an ongoing basis.

### MONITORING AND REPORTING

The **Risk Department**, together with the Business and Functional Units, periodically monitors the evolution of risks and reports any material changes to the corresponding bodies or levels.

We have a **risk inventory** for each of the Business Units, and at Group level the most significant risks are reported to and reviewed by Senior Management, and subsequently presented and discussed in the Committees and Boards of each of the Business Units.

Although we focus our efforts on mitigating risks, some of them are beyond our control; for example, changes in regulations, political, economic or social conditions, volatility of exchange rates, etc. However, these risks are identified, evaluated and monitored on a regular basis.

On a quarterly basis, the Business Units and the main executives of the organization certify the knowledge of their risks and the mitigation measures (under their scope of responsibility) that support the control or reduction of their risk exposure.

### CONTINUOUS IMPROVEMENT

As part of the continuous improvement program, the organization conducted a **self-assessment of the risk function** in order to determine the current status of risk management and identify possible areas for improvement to strengthen and evolve said function.

In 2020, the organization adopted a technological tool for risk control, monitoring and reporting. We issued a **Business Continuity Management** standard with which we seek to establish actions to maintain business continuity and manage crises resulting from an interruption.

In 2021, we will continue to strengthen ALEATICA's risk management by integrating the identification and prioritization of opportunities into our processes, as well as the alignment of risks with strategic objectives, and we will begin implementing the continuity standard in all our Business Units.



### MAIN RISKS

The following is non-exhaustive description of some of the main risks identified in 2020 that could affect the achievement of ALEATICA's objectives:

RISK	DESCRIPTION	MITIGATION MEASURES
<b>SOCIOPOLITICAL</b>	Political and social events that may occur in some of the countries where we operate could adversely affect our business, financial model, results of operations and projections.	<ul style="list-style-type: none"> <li>• Continuous monitoring of regulatory and legislative processes that may affect our activities, analyzing regulatory changes, preparing the corresponding action plans and implementing the appropriate legal safeguards.</li> <li>• Monitoring of changes in the political environment in order to analyze the possible implications and actions to be implemented.</li> </ul>
<b>INSECURE ENVIRONMENT</b>	In recent years, insecurity in Mexico has experienced a period of increasing crime. This situation could worsen and negatively affect vehicle traffic on the highways, as the perception of insecurity around our infrastructure could generate a change in routes (use of alternate routes) and thus a reduction in traffic, affecting our business and financial results. In this regard, it is worth noting the proliferation acts of crime and the taking of toll booths throughout 2020.	<ul style="list-style-type: none"> <li>• Increased presence and coordination with local and federal authorities.</li> <li>• Installation of surveillance equipment along the infrastructure.</li> </ul>
<b>CYBERATTACKS</b>	ALEATICA's business depends to a large extent on the proper functioning of the information technology and automated systems in place to administer and manage operations. Since these systems are critical to our business, any significant disruption to our systems or theft of information can affect our financial condition, disrupt operations or damage our reputation.	<ul style="list-style-type: none"> <li>• Cybersecurity Framework in all Business Units in order to reduce data theft or unauthorized access to the company's systems.</li> <li>• Training programs.</li> </ul>
<b>NATURAL DISASTERS</b>	Some regions and countries where we operate experience torrential rains, floods, strong winds and earthquakes. Natural disasters could disrupt our operations, damage our infrastructure and adversely affect our operating results and financial conditions	<ul style="list-style-type: none"> <li>• Insuring our assets.</li> <li>• We are adopting business continuity plans, and, for some businesses, we have a Disaster Recovery Center and a Disaster Recovery Plan.</li> <li>• Training and drills.</li> </ul>
<b>HEALTH AND SAFETY RISKS</b>	The nature of our activities may cause injuries to our personnel and contractors. Workplace accidents within our infrastructures could have legal and regulatory consequences in addition to causing reputational damage.	<ul style="list-style-type: none"> <li>• Safety Management System.</li> <li>• Job Hazard Assessments.</li> <li>• Occupational Risk Prevention (PRL in Spanish) training.</li> <li>• Accident Reduction Program (PRA in Spanish).</li> <li>• Implementation of the Near-Miss program for all Business Units.</li> </ul>

RISK	DESCRIPTION	MITIGATION MEASURES
<b>ETHICS AND FRAUD</b>	Given the large number of relationships and stakeholders in the different countries in which we operate, we are exposed to the risk that our companies, employees, managers, suppliers, partners, etc., may be involved in violations of the Code of Ethics (e.g. acts of corruption). Failure to comply with the laws and regulations that apply to us could result in fines and penalties affecting our reputation, business continuity and results of operations.	<ul style="list-style-type: none"> <li>• We have a Code of Ethics signed and accepted by all employees.</li> <li>• We have developed an Anti-Corruption Policy, as well as different rules governing ethical behavior inside and outside the organization (e.g. procurement, due diligence, gifts, hospitality and entertainment, conflicts of interest, interaction with public officials, etc.).</li> <li>• Mandatory Compliance training.</li> </ul>
<b>LEGAL PROCEEDINGS</b>	ALEATICA's operations have been and may continue to be subject to legal proceedings, the resolution of which could have an adverse effect on our business, financial condition and reputation.	<ul style="list-style-type: none"> <li>• Analysis of possible means of dispute resolution (conciliation, arbitration or legal proceedings).</li> <li>• Follow-up and management of open litigation against ALEATICA.</li> </ul>
<b>INFECTIOUS DISEASES</b>	The pandemic caused by SARS-CoV-2 (COVID-19) has had and could continue to have an impact in terms of vehicle traffic on the highways and its consequent negative impact in terms of revenue, as well as administrative and operational management.	<ul style="list-style-type: none"> <li>• Analysis of scenarios considering the impact of COVID-19 on traffic.</li> <li>• Design and implementation of continuity plans for the different contingency phases (actions and measures to combat COVID-19 in order to protect the health of our employees and third parties).</li> <li>• Internal communications and safety training courses to deal with the health crisis situation.</li> </ul>
<b>ENVIRONMENTAL AND SOCIAL SUSTAINABILITY</b>	ALEATICA's operational continuity is subject, among other factors, to the link existing between the company and the communities where we operate, as well as our commitment to protecting the environment.  Our culture of social and environmental sustainability favors ALEATICA's contribution to benefit society and the environment, while at the same time having a positive effect on the sustainability of the business.	<ul style="list-style-type: none"> <li>• Materiality analysis that allows us to identify the most relevant internal and external social and environmental issues for stakeholders.</li> <li>• Projects to support communities and care for the environment (waste, climate change, energy, biodiversity, etc.).</li> <li>• Certified Environmental Management System.</li> </ul>
<b>FINANCIAL</b>	We have fixed financial obligations, the failure to meet which could impact our liquidity, affecting our business, financial condition and results of operations.	<ul style="list-style-type: none"> <li>• Mitigation measures are described in the Consolidated Financial Statements (Annual Report).</li> </ul>

## ZERO TOLERANCE TO CORRUPTION

[GRI: 103-2, 205-1, 205-2, 205-3; Spanish Law (11/2018): 47]

We have an **Anti-Corruption Policy** that reflects the company's position of zero tolerance for any form of corruption.

During 2020, in order to strengthen compliance with **Zero Tolerance to Corruption**, the following training sessions were held:

### AT ALEATICA WE GUARANTEE TRANSPARENCY AND CORRUPTION PREVENTION.



We maintain our anti-corruption communication and awareness-raising efforts. We issue regular communications through the Company's newsletter and e-mails.

All ALEATICA's directors and Officers annually sign an **anti-corruption certification** stating that they have complied with all applicable laws regarding bribery and corruption and have not offered or given any bribe, and that they have not made nor given any corrupt offer, payment, good, service, reward, entertainment or any other valuable gift to any person, including Public Officials.

During the 2021 financial year, the Compliance program of the Italian companies will be analyzed with the aim of integrating it into ALEATICA's global Compliance program.

In 2020, 788 third parties (corresponding to 100% of third parties discharged) were assessed in relation to corruption-related risks.

The Risk Management performs an annual corruption risk assessment both for corporate and for the different Business Units. The Compliance Department has identified the main risks related to corruption, which are **bribery, influence peddling and business corruption**, being assessed with a

very high risk due to the type of ALEATICA's business, which involves the relationship with Public Officials.

All members of the governing body have been informed and trained on the Company's anti-corruption policies and procedures.

All business partners with whom we work sign a responsible declaration on anti-corruption issues, and specific anti-corruption clauses are included in all contracts. In addition, based on the risk assessment analysis of each of them, we decide whether they should participate in specific anti-corruption training.

100% OF EMPLOYEES IN ALL COUNTRIES HAVE BEEN INFORMED AND TRAINED ON ALEATICA'S ANTI-CORRUPTION POLICIES AND PROCEDURES.



## CRIME PREVENTION MODEL

[GRI: 103-2; Spanish Law (11/2018): 48]

In Spain we have a **Crime Prevention Model (MPD in Spanish)** through which criminal risks are identified based on Spanish regulations, to which the company is exposed due to the activity it carries out and based on its organizational structure. These risks are assessed in terms of impact and probability and based on the results, the controls that mitigate the probability of materialization of each criminal risk are identified. These internal controls are documented with the attributes that characterize them, including: responsible management, frequency of implementation, activity description and evidence supporting such controls.

To comply with the changes in the Mexican regulation, during the 2020 fiscal year, ALEATICA has deployed the MPD in Mexico, analyzing the existing local regulation and following the best international practices on the Criminal Liability of Legal Entities (RPPJ in Spanish). 13 RPPJ risk events were identified corresponding to inherent risk. An MPD policy and an action procedure have been designed to deal with the occurrence of risk events of the model. Likewise, 89 controls were identified to mitigate corruption risk events.

During the months of November and December 2020, we began to deploy

the crime prevention models in Peru, Chile and Colombia, analyzing the local legislation of each country and following a standard methodology in accordance with the parameters defined by the Company. The models for these three countries are expected to be implemented during the first four months of 2021.

Anti-corruption communication and awareness-raising efforts have also been strengthened by issuing regular communications and designing posters that have been distributed throughout all ALEATICA companies.

In Mexico, in accordance with the **Federal Law for the Prevention and Identification of Operations with Illicit Proceeds**, the company that manages the automatic toll collection system is considered a regulated entity in terms of money laundering reporting. In compliance with this provision, ALEATICA submits monthly reports to the **Financial Intelligence Unit of the Ministry of Finance and Public Credit** on the issuance of cards, as well as the cases in which a customer exceeds the amounts deposited in them according to the limits established by law.

In Colombia, Autopista Río Magdalena is required to implement measures for the **Prevention of Money Laundering and Financing of Terrorism** in accordance with the



provisions of Chapter IV of the Concession Contract signed with the National Infrastructure Agency (ANI in Spanish). The analysis to be performed, prior to the beginning of any relationship between the parties, applies to all administrators, directors, officers, employees or persons working for the company, as well as intermediaries, agents, representatives and facilitators, provided that they render services on behalf of or in the name of the company. Those operations carried out with any legal or natural person, which due to their number, quantity or characteristics, do not fall within the normal systems and practices of the businesses carried out, in accordance with the economic activity of the respective 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 in the format designed for such purpose by the Financial Information and Analysis Unit (UIAF in Spanish), with the formalities and through the information system in the "SIREL" web environment.

### BREBEMI ITALY

Prior to the acquisition of **Brebemi**, the Compliance department conducted a Due Diligence analysis, both of the companies to be acquired and of potential partners and board members of these, consisting of corroborating

that these third parties do not appear on any international sanction list, are not politically exposed persons, as well as analyzing the existence and relevance of all possible adverse news about bribery and corruption related to these third parties.

During the month of December 2020, the directors of the Italian companies were asked to sign an **anti-corruption certification** through which they have stated that they have complied with all applicable laws regarding bribery and corruption, have not offered or given any bribe, and have not made or given any corrupt offer, payment, good, service, reward, entertainment or any other valuable gift to any person, including Public Officials.



## CODE OF ETHICS AND ETHICAL CHANNEL

**THE CODE OF ETHICS IS THE EXPRESSION OF OUR WAY OF DOING THINGS, IT REFLECTS OUR CULTURE AND IS A SIMPLE AND FUNDAMENTAL TOOL FOR ALEATICA'S WORK TEAM TO ALWAYS ACT CORRECTLY IN ANY SITUATION.**

Our **Code of Ethics** establishes the guiding principles for the behavior of all of us who are part of ALEATICA and is the compass that guides the relationships with our stakeholders; partners, customers, employees, suppliers, subcontractors, allies, governments, communities and any group or person who is related to the Company. All of us who are part of ALEATICA, from the Board of Directors to the managers and employees, without exception, are committed and required to know the Code and comply with it in a timely manner.

During the 2020 fiscal year, all our employees have certified their understanding and acceptance of the Code of Ethics and the Anti-Corruption Policy. Likewise, all employment contracts include a clause with the obligation to comply with these, as well as contracts with our suppliers and contractors.

**AT ALEATICA WE HAVE AN ETHICS CHANNEL MANAGED BY THE COMPLIANCE DEPARTMENT, GUARANTEEING CONFIDENTIALITY AND PROTECTION AGAINST RETALIATION FOR ALL THOSE WHO USE IT, PROVIDING FOR THE POSSIBILITY OF ANONYMOUS REPORTING.**

### ETHICAL CHANNEL

[GRI: 102-17, 411-1, 418-1, 419-1; Spanish Law (11/2018): 45]

This channel is available to all people who are part of ALEATICA and to all its stakeholders. In July 2018, the management of reports entered through this channel was outsourced to the company **Lighthouse**, seeking to guarantee independence, confidentiality and objectivity, as well as to ensure the anonymity and protection of the customers.

Upon receipt of any report, the Compliance Department responds to the informant indicating receipt and, if

necessary, requesting additional information. If the Compliance Department decides to conduct an Investigation, it appoints an Investigation Instructor according to the nature of the allegation. The investigation instructor involves those areas deemed necessary to develop the Investigation and considers the advisability of adopting precautionary measures while the investigation process underway is substantiated and resolved.



In 2020, a total of **60 reports** have been received, of which 55 were received through the Ethics Channel and 5 through a direct email to the Compliance Department. All reports received have been investigated and resolved.

Of the total number of reports received:



This classification of reports is based on a catalogue of generic conducts by matter, in which a report can be found in regard to its nature. Some of these cases have been investigated with the support of independent experts; there have also been cases in which corrective and disciplinary measures have been taken.

Periodically, campaigns are carried out to promote the use of the Ethical Channel with the different

stakeholders, explaining the ways in which the channel can be accessed, the possibility of anonymous reporting, and our zero tolerance policy for retaliation.

During 2020, no reports have been received regarding the violation of human rights, rights of indigenous peoples or non-compliance with laws and regulations in the social and economic areas.

To make any inquiry or report illegal behavior, irregularities and non-compliance with ALEATICA's internal policies and the Code of Ethics, the following means of contact are available:



**INTRANET:**  
> Applications > Ethical Channel



**INTERNET:**

- <http://www.ALEATICA.com/responsabilidad-corporativa/transparencia/>
- <https://www.lighthouse-services.com/ALEATICA/>



**E-MAIL:**  
reports@lighthouse-services.com



**TELEPHONE NUMBERS:**

- Spain: 900-839197
- Mexico: 01-800-099-0713
- Colombia: 01-800913-5293
- Peru: 0-800-78317
- Chile: 800-800-914-722
- Other countries: (Country code) + 844-383-5474

\* The reported behaviours were not confirmed.

**CONFLICT OF INTEREST**

[GRI: 102-25]

This regulation provides for the Ethical Channel as a means of communicating possible or potential conflicts of interest. In addition, on an annual basis, directors and officers complete a declaration of interests with questions relating to professional activity in entities other than ALEATICA, affiliations, interests of family members, etc. and a study is made as to whether there is a real conflict. These results are presented to the Audit Committee.

In the event that an employee or director is involved in a conflict of interest, they shall:



**WE HAVE A POLICY ON CONFLICTS OF INTEREST THAT APPLIES IN ALL COUNTRIES.**

The Compliance Department analyzes the information on the conflict of interest to determine the impact of establishing a business or employment relationship where there is a conflict of interest.

**UNFAIR COMPETITION**

[GRI: 206-1]

Unfair competition is a practice that we seek to eradicate in ALEATICA, such as those practices that are contrary to good business faith and that do not meet the ethical standards necessary to be considered honest. In 2020, there were no cases of unfair competition in any of our operations.

important roads in Mexico for the Group.

In this site it is possible to consult physical characteristics, as well as relevant data, from public bidding to the last modification to the concession title, financing obtained, main construction, operation, conservation and maintenance actions, and of course the values that govern our team.

**TRANSPARENCY PAGE**

During 2020, we continued with our commitment to transparency and accountability by making available to the public our website (<http://www.transparencia-ALEATICA.com.mx/#/>), which aims to be an accessible source of information for all individuals and organizations that want to learn about the history, operation and environment of Viaducto Bicentenario and CONMEX, two of our most

Likewise, on this site it is possible to consult the sustainability projects to contribute to the development of our team, our customers, the communities and the environment where we operate, as well as the initiatives to maintain the transparency and corporate governance of our Business Units.



## HUMAN RIGHTS

[GRI: 103-2, 410-1; Spanish Law (11/2018): 46]

Through our *Human Rights Policy*\* we establish an institutional commitment to respect and protect the human rights of employees, customers, suppliers, communities and any stakeholder that has a relationship with ALEATICA.

These are the main initiatives and guidelines that serve as a foundation for us to work and ensure compliance with human rights at all times:

- Universal Declaration of Human Rights.
- United Nations Global Compact.
- Tripartite Declaration of the International Labor Organization (ILO) concerning Fundamental Principles and Rights at Work.

- OECD Guidelines for Multinational Enterprises.
- United Nations Guiding Principles on Business and Human Rights.

ALEATICA Human Rights Principles:

- Eradicate forced labor
- Work for equality and combat discrimination
- Providing decent work
- Ensure people's health and safety
- Respecting minorities and indigenous communities
- Promoting freedom of association and collective bargaining
- Eradicate child labor
- Protect people's environment
- Physical security, security companies and human rights

The actions that for the second consecutive year we carried out to prevent and address any human rights violation are described below:

- Compliance with applicable labor legislation and contracting processes for goods and services.
- Human Rights training for 100% of directly hired internal physical security personnel; in the case of externally hired physical security personnel, they are subject to this requirement.
- Code of Ethics governing the conduct of our employees.
- Responsible Purchasing Policy, which includes clauses to ensure respect for and protection of human rights.
- Due diligence process with human rights requirements for critical suppliers.
- Human rights clauses in contracts with our suppliers.
- Clauses establishing the obligation to adhere to and comply with our Code of Ethics in all labor contracts of the Group's companies.
- Consultation, questions or complaints through our Ethical Whistleblower Channel via the Internet, telephone and e-mail.
- Analysis of the work environment in our work centers to prevent and resolve any situation that could violate the human rights of our employees.
- In all the companies that make up the Group, processes and practices have been adopted to ensure respect and protection of human rights, the right to free association and the eradication of forced and/or compulsory and child labor.
- During 2020, no human rights violations have been recorded or reported within the organization, by contractors or other stakeholders.



\* Consult our Human Rights Policy at: <https://colaboradores.ALEATICA.com/?wpdmdl=13779>



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[GRI: 102-55]

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