



## Corporate Policy

# *People*



## 1 OBJECTIVE

The purpose of FORESEA's Policy on People is to establish principles, concepts and guidelines based on Our Culture, Our Attitudes, practices and Purpose, which must be practiced on a daily basis, in the actions of each member and in the interactions between teams and with all related parties.

This Policy is in line with the ESG (Environmental, Social and Governance) agenda, focusing on the commitments undertaken by FORESEA, which serve as guides in decision-making and in day-to-day actions.

## 2 APPLICATION

This Policy is applicable to FORESEA, including their subsidiaries that do not have a Board of Directors, to all members, Officers and members of the Board of Directors, in any jurisdiction.

In addition, this Policy serves as a guide for the members of the board of directors appointed by FORESEA, in subsidiaries or affiliates, so that, in line with all other directors, they approve and implement a policy on people containing the principles, concepts and all other guidelines defined and explained in this policy, without neglecting, however, to promote the complements and other guidelines which are necessary for adaptation to the characteristics of their respective businesses and to the contributions of all other directors.

## 3 ACRONYMS AND DEFINITIONS

**Action Program (PA):** document explaining the responsibilities of members in a given period, whose focus is the expected results of the work of each one and not the tasks that must be performed. It also contains the delegation they receive, and the commitments they take on.

**PA Cycle:** formed by the stages of planning and pact, follow-up, evaluation and conclusion.

**Stakeholders:** customers, shareholders, members, users, partners, creditors, suppliers, outside partners, service providers, surrounding communities, authorities, media, opinion makers, business leaders, class entities, NGOs, governments and regulatory agents and funders who may either affect or be affected by FORESEA's activities, goals or policies.

**Sustainable Development Goals:** group of 17 goals proposed by the United Nations (UN) as a global call to action to end poverty, protect the environment and the climate, and ensure that people everywhere can enjoy peace and prosperity.

## 4 DESCRIPTION

### 4.1 Our Culture

At FORESEA, the benchmark of Our Culture is based on humanist actions, focused on attitudes and on the strength of the people.



Our Culture was prepared inspired on human factors and goes much further, incorporating new knowledges that contemplate the spirit of time.

Our Culture contains the learnings and knowledge produced by several generations of entrepreneurs and teams, encompassing the Policies in force at FORESEA, Our Attitudes that go along with the transformation of society, the undertakings taken on by us and the Purpose that inspires us.

This is the way we make it happen, which brings coherence and harmony to the way of serving, operating and living of each member at FORESEA, whether in society, in the community or in the companies. Today and tomorrow.

FORESEA brand identity values:

- Safety First;
- Reliable Partnership;
- Commitment to Society.

## **4.2 Who We Are**

At FORESEA, we have common behaviors and attitudes that reinforce our identity. Selecting, integrating, evaluating and promoting people, in line with the behavior of Our Culture and guidelines contained in internal policies and guidelines, lead us to a virtuous circle.

Every member must be aware that their way of thinking and acting serves as an example, and must be consistent with what we value. We are people in line with the following behaviors:

### **4.2.1 Our Attitudes**

We believe in Our Attitudes as guides that should go along with us at all times, anywhere. At FORESEA, we interact, connect with and recognize each other through 7 Attitudes, based on Our Culture, which mark our performance and are there in everything we do.

- **We prioritize customers' needs.**
  - We look from the customers' perspective so we can anticipate and meet their needs.
- **We take care of ourselves, others and the environment.**
  - We ensure that security always comes first, at every step of every process.
- **We trust in the potential of every team.**
  - We trust in the potential of every person and share the weight of the importance of the work. Only then can we go further.
- **We work with precision in every detail.**
  - We value assertiveness and attention in every process.
- **We are adaptable.**
  - We face adversity with resilience and agility, so we can adapt to any circumstance.1



- **We value reliable connections.**
  - We seek credibility in all our relationships.
- **We work with ethics, integrity and truth in everything we do.**
  - We do not mitigate topics that need to be said to ensure maximum precision

Ethics Channel is a secure, classified channel for anyone to be able to report, with no retaliation, inappropriate behaviors in our environments and those that breach FORESEA's Code of Conduct. The telephone number for toll-free calls and the link for internet access are disclosed online at FORESEA's institutional website.

### **4.3 How We Make It Happen**

We are perceived, internally and externally, through our daily actions, interactions between people, approaches to decision-making, achievements, deliverables and integration in communities.

It is the key role of a leader to identify, integrate, develop, evaluate, promote and recognize people whose attitudes are consistent with our principles and attitudes and who demonstrate the ability to deliver tangible and intangible results. This commitment nourishes our culture on a daily basis and must be agreed upon and followed up by leaders through strategic personnel indicators in Performance Management. To this end, leaders, working with a focus on recognition of results, rely on the proactive support of the person responsible for people in their team, a professional who has a contributory and impartial attitude, who preserves Our Culture through the example and coherence of their attitudes, who encourages professional, personal and economic development of people and acts and influences in the formulation of the business strategy.

#### **4.3.1 Identification of Persons**

The continuous identification of persons, in line with Our Attitudes, is essential to ensure our perpetuity. This is a leader's non-delegable role and requires preparation, dedication of their time and motivation.

We encourage the identification and integration of youngsters such as apprentices and trainees. Throughout the identification process, the leader must recognize in professionals just starting their careers the attitudes and behaviors which are valued in our culture. The potential and willingness to develop in the different areas at FORESEA through on the job development are also evaluated, and, if necessary, through training and specific qualifications

For leadership positions or for positions requiring experienced personnel, we focus on our members, providing new and ever growing challenges. In particular situations, we look for people outside FORESEA who have specific skills and are in line with Our Culture and Our Attitudes.



We challenge ourselves to reinforce the leader's commitment to diversity in the formation of their teams. This transformation begins, in fact, with the identification of personnel.

All persons, regardless of sex, gender, sexual orientation, nationality, race, ethnicity, age, religion, education, culture and/or disabilities must be treated with respect, dignity and justice. At FORESEA, practices or attitudes that show discrimination, moral or sexual harassment, verbal embarrassment, physical violence, and lack of freedom of speech are unacceptable.

The wealth of several perspectives and life experiences help us to see opportunities and challenges from different angles. The plurality of outlooks, with the precision of knowledge, improves and multiplies our deliverability.

We seek to ensure all our members have the same opportunities to develop and improve their skills. Therefore, it is essential that we recognize individual differences, eliminating or minimizing any barriers. We encourage each member to make a personal commitment to the diversity agenda, and on a day-to-day basis, welcome, respect and enhance diversity in their work environment. We believe that diversity leverages people's engagement and enhances result generation.

#### **4.3.2 People Development and Integration**

We are a company of people who are integrated by familiarizing ourselves with and practicing Our Culture and by generating ever growing, tangible and intangible results. In this process, the role of the leader is key. At FORESEA, an authentic leader is, above all, committed to developing their team, constantly offering their time, experience and example. They earn the respect of the team by acting with ethics, integrity, truth and consistency, as well as by guiding their attitudes and behaviors in line with Our Attitudes.

At FORESEA, leaders recognize the importance of having a technically qualified team with the potential to develop. In addition, leaders must value and strengthen the members' genuine commitment to safety, procedures, legal standards and compliance.

At FORESEA, the relationship of mutual trust and respect between leaders and team members is key for the continued practice of Performance Management, reflected in the AP cycle. Each step of this cycle represents an invitation to deep, direct and true conversation. It is the leaders' duty to identify the potential, attitudes, commitment to prioritizing the needs of customers and taking care of ourselves, others and the environment of each team member, in order to stimulate their development. Leaders do not expect their subordinates to be fully qualified and ready to offer them new challenges.

Thus, it is the leaders' responsibility to offer new opportunities to their team members, always compatible with their maturity level and moment in life.



On the other hand, each member must be committed to their own development, causing and dialoguing with their leaders about the challenges of their AP and their life purpose and career. This plan is built with a long-term vision and must be revisited, with wisdom and maturity, at every cycle of personal and professional achievements.

By delegating, leaders promote and consolidate an environment of trust and autonomy in the formation of their team, encouraging people to overcome their own limits, generating ever growing tangible and intangible results. The delegation, added to constant planning and monitoring, allows leaders to better understand the potential of each member, thus contributing to an evaluation based on the recognition of results. The delegation presupposes establishing bonds of trust, offering continuous challenges, encouraging new ways of seeking solutions, contributing to the development and formation of new generations of leaders.

These are the foundations of education through work, a process of reciprocal learning which requires leaders and team members to exercise conversation and humility. On the job education can be reinforced by initiatives that develop individual skills and specific knowledge, i.e., through formal education (external training).

To be an agent and protagonist of their own destiny, team members must invest in their self-consciousness and self-development. Members must reconcile with and harmonize their dedication to work with all other dimensions of their lives, strengthening their integration, development, sense of accomplishment and engagement.

### **4.3.3 The practice of Performance Management**

When managing performance, leaders show their permanent commitment to the creation and consolidation of a relationship of trust with their team members. It is through this process that leaders emphasize the strengths of their team members and explain their needs for improvement and growth opportunities. For the conversation between leaders and team members to be effective, it is essential that leaders are willing to influence and be influenced in the search for the right thing to do.

The performance management of team members must happen both informally, on a daily basis and at opportune moments, and formally, when setting targets, monitoring and closure of the annual Performance Management cycle, which includes the evaluation of the AP. On an ongoing basis, leaders and team members must discuss the practice of Our Culture and of the policies, results generated, specific knowledges, as well as the potential and willingness to grow at FORESEA. It is up to the leader to get to know the purpose of life and career of each team member and to talk about their next steps.



At the time of the conversations about performance, team members must previously reflect, through their self-evaluation, on their attitude in achieving the results achieved and opportunities for improvement. The conversation is only rewarding and relevant if those involved believe the legitimacy of the interaction and if both bring solid examples. Really paying attention and listening shows attention, respect, and interest in your counterparty. Thus, we ensure that practicing Performance Management results in a mutual learning process.

True Performance Management mobilizes and engages. As important as providing a constructive contribution on the part of the leader is the openness and willingness of team members to listen, understand, positively incorporate the learnings and transform them into a commitment to actual, solid actions for their constant development.

It is also up to leaders to decide on the continuity or lack thereof of team members in their team and at FORESEA and personally implement their decision in a structured, constructive and respectful manner. By acting, leaders avoid jeopardizing future results and consolidate themselves as a true leader.

#### **4.3.3.1 Step-by-step of performance management**

- For the conversation to be effective, leaders and team members must prepare themselves in advance;
- The conversation must be truthful and honest;
- The commitment to influence and the willingness to be influenced makes the conversation engaging, producing mutual learning;
- The result of the performance management must generate a clear conclusion, translated into a commitment to concrete development actions;
- The result of the performance management is shared by the leaders with their direct leaders.

#### **4.3.4 Career and Succession**

It is the role of leaders to create the conditions and the environment that ensure the integration and development of their team members. The greatest contribution a leader can offer is to create the conditions for their successor to naturally qualify and stand out. It is up to the leader to evaluate the best opportunity for the development of each member of their team, even if this opportunity is cross-cutting, in a different area or under the management of a different leader. They must also make each team member aware of their individual responsibility for their development and growth at FORESEA.

Each member must be an agent and protagonist of their own destiny. Their career is built on successive full cycles of Performance Management, with ever growing challenges and delivering tangible and intangible results. Members must have the motivation and detachment to talk to their leaders and, together, identify new opportunities for development and growth, taking into



account their life purpose and career.

The career of each member is a consequence of their individual choices. Faced with a new opportunity, it is up to them to decide what makes the most sense for their growth, considering their moment in life and their long-term vision at FORESEA. More than seeking promotions and merit, one should consider learning opportunities, experiences and the possibility of making a difference.

Throughout their professional path, we encourage our members to have the awareness and discipline to plan their career transition to maturity. In maturity, you must have vitality, emotional balance and accrued assets to enable a new stage of productive life, with tranquility and disposition.

#### **4.3.4.1 Plan and enhance your career at FORESEA**

- Be consistent: your attitudes and behaviors must be in line with FORESEA's culture and with the guidelines contained in the policies;
- Build a consistent path, with clear deliverables;
- Talk to your leader in a structured, transparent manner;
- Use your self-knowledge in the decision-making process;
- Take into account challenges in different scopes, projects, sectors and even countries; programs in the line of entrepreneurship and support;
- Keep long-lasting relationships;
- Identify and commit to the formation of your successor;
- Have long-term vision.
- We encourage the development of a social security awareness in all members, since they are youngsters.

#### **4.3.5 Remuneration and Benefits**

Remuneration is a key component of the partnership at FORESEA, one of the key principles in Our Culture. In essence, the practice of the partnership takes place with the participation of each member in the design and performance of their work, as well as in the generation and sharing of the generated results.

The references for the sizing of the total remuneration ("TR") of each member at FORESEA are bound to experience, knowledge and impact of the position, based on: (i) responsibilities, challenges, skills and maturity; (ii) ability to generate tangible and intangible results for the company; and (iii) market references.

The TR at FORESEA consists of:

- **Monthly withdrawal (MW):** fixed monthly wage or fees, depending on the employment relationship. It reflects the history, maturity of members and the position they hold.





- **Extra fees:** can be fixed (related to the offshore work regime, to the category of the member, defined by Law or representative entity) or transitory, applied to specific cases of transfers of workplace and/or place of residence or nature of work, in compliance with the legislation in force and with FORESEA's specific guidelines.
- **Short-term incentives (STI):** out of conviction, we share the results achieved with the members responsible for their generation. This conviction stems from the principles and concepts in Our Culture, in particular, the commitment to the personal and professional development of members and the certainty that this practice stimulates innovation and increases productivity. The conversation between leaders and team members for the negotiation, definition and evaluation of the STI is one of the noblest moments in the practice of Our Culture, due to the mutual commitment it requires, in relation to the future of both and of the company.
- The STI represents the variable portion of the member's TR, such as Profit Sharing and Productivity, whose calculation reflects a maximum period of 12 months. The STI is bound to a tax base, previously defined and agreed upon in Performance Management, and represented by a financial index, which reflects FORESEA's short-term performance and is in line with the permanent goal of creating value and payment of dividends for shareholders. The expected STI amount for each member must be agreed upon based on the planned results for the area to which it is bound and unfolded as a result of a group of individual tangible and intangible targets defined in Performance Management. The implementation of the STI is subject to the variation of the tax base, in relation to what was agreed upon, and also to FORESEA's assessment and to the individual assessment of the member's performance in the Performance Management cycle, focusing on the recognition of deliverables.
- **Benefits:** a group of compulsory (due to legislation or agreements) or discretionary (such as pension plans) programs or plans, which complement the member's monthly withdrawal; In addition, at the invitation of CA-FORESEA and of the President of FORESEA, long-term incentive plans (LTI) may also be offered. These voluntary plans aim to link a portion of the member's TR with the creation of long-term value. The LTI plans aim at converging interests in the generation of long-term wealth between members in strategic programs and shareholders, as well as strengthening the long-term commitment between them. The LTI plans pay for a period longer than 12 months and can use mechanisms such as shares, bonds or share representative rights, with rules of eligibility, permanence, value, term, liquidity, among other specific rules to be determined in the relevant plans.



#### **4.3.6 Celebrations, Plans and Tributes**

At FORESEA, we encourage leaders to establish a close relationship with their team members. It is in the daily interaction with people and in the promotion of a developmental and collaborative environment that our leaders will have empathy and sensitivity to recognize the moments that call for a celebration, strengthening the bonds of trust and mutual admiration.

We also recognize people through awards for their talent, ability to prioritize customers' needs, ability to innovate, make knowledge available, relate to and add value to communities, among others. These awards are part of institutional programs, designed and implemented at FORESEA. Furthermore, we have an annual honoring program, which recognizes people with long-term career paths at FORESEA. This program reflects the admiration and respect we have for people and for their ability to contribute and generate positive impacts on the company and society in general.

#### **4.4 Our Responsibilities with Health, Well-Being and Safety**

##### **4.4.1 Health and Well-Being**

Each member is the subject of their own action and is primarily responsible for the continuous care for their health. Health, in the broad sense and when combined with personal aspirations and with aspirations of lifestyle equilibrium, generates well-being, greater engagement and more productivity.

At FORESEA, the health of our members is a priority issue. Our work is based on the prevention and protection of physical, mental and social health, including the adoption of healthy habits and the transmission of relevant knowledge and information to our members for their continued well-being.

As an example to be followed, the leader's stance must be proactive and motivating, creating environments conducive to the development of health and well-being. Through daily interaction and genuine interest, leaders are able to perceive when something affects the well-being of their team members and are able to promote conversations involving the topic of health, including in what extends to their family nucleus, perceiving and respecting, with empathy, the limits established by the members themselves. In the presence of a sensitive situation of illness, it is the leaders' responsibility to contribute so that the work environment of the team member is not an obstacle to overcoming the situation in question.

We trust that well-being is complete when there is health, a basic condition for the member to be able to enjoy work and feel productive in all other dimensions of life.

##### **4.4.1.1 Work and personal purpose**

We believe that work must be integrated into the member's life and personal purpose. The reflections of such an integration are as follows:



- Engagement;
- Productivity;
- Quality of life;
- Optimism;
- Well-being.

#### **4.4.1.2 Empathetic conversation**

In the relationship of trust and partnership between leaders and team members, constructive and empathetic conversation on the topic of health and well-being must permeate, which often extends to family health and well-being.

#### **4.4.2 Security**

Security is a key commitment at FORESEA to their members, third parties and to society in general. Security, when incorporated as a commitment, transcends compliance with rules and standards. It is a responsibility with the lives of all individuals, inside and outside of FORESEA.

Our work is based on preventing accidents, diseases, environmental impacts and any other deviation, on the awareness of exposure, knowledge of risks, compliance and continuous improvement of procedures and guidelines, carefully prepared for us to work with the highest security standards. Our teams rely on security experts who support, coordinate and promote specific initiatives of our security system. All occupational accidents, occupational health problems and incidents can be prevented, and we also must act to identify, mitigate and manage the potential risks of our production processes (process security).

Every one of us must comply with and practice security guidelines and requirements and promptly report deviations, incidents, accidents, acts and unsafe conditions to their immediate leaders. We ensure that security always comes first at every step of every process. Occasional events represent a source of learning and an opportunity to review processes and/or products and implement improvements.

It is the role of each leader to ensure appropriate environments that comply with safety standards, and it is also the responsibility of each member to be familiar with, adopt and strictly comply with the specific security guidelines of their work environment.

Every one of us must:

- Be familiar with and practice the security guidelines and requirements of their work environment;
- Identify, evaluate and take action to combat security hazards;
- Stop any work or action that appears unsafe;
- Ensure everyone is wearing personal protective equipment.



#### **4.5 Our Vision of the Future**

We are inspired by the future.

We believe that we can contribute to making the world a better place by serving society.

Throughout our path, we have always expressed our ongoing commitment to the highest ethical, technical, efficiency and governance standards in everything we do.

We know we can design and provide solutions for some of today's greatest needs, such as education, health, energy, water, transport, housing and sanitation, contributing to achieving the UN Sustainable Development Goals.

This is because, for us, making the world a better place means building an equitable, inclusive, diverse and sustainable future. A future with engineering and infrastructure solutions that improve people's lives and protect the planet. A future in which the diversity of the members promotes positive changes in the places where we operate.

It is in this way, working for Our Purpose and towards the future, that we will drive innovations, keep serving society and grow in harmony with the world.

We are always together on this journey.

Our future is a consequence of the:

- Opportunities we identify;
- Choices we make;
- People we identify and develop;
- Willingness and ability to make our dreams come true.

#### **4.6 General Provisions**

In case of any questions on the content of FORESEA's Policy on People, members must seek clarification from their direct leaders, or, if necessary, from the person in charge of the People department.

#### **4.7 Awareness And Certification**

All FORESEA members and all other audiences covered by this document must be aware of this Policy on People within a maximum of 90 days after the date of approval.

### **5 RESPONSIBILITIES**

Duties and responsibilities are described throughout this Policy.



## **6 REFERENCE DOCUMENTS**

- Policy on the Compliance System.
- Golden Security Commitments.
- Sustainability Management Principles.

## **7 REFERENCE PROCESSES MAPS**

NA

## **8 ANNEXES**

NA