



RESPECT

PEOPLE

We value empathy. We treat each individual as we would like to be treated. We create opportunities for personal and professional development. We value diversity and inclusion.

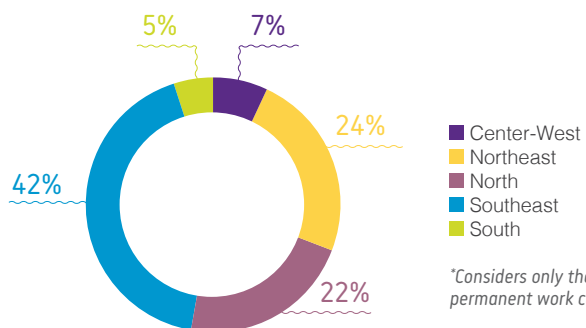
Our PEOPLE

Our team consists of approximately 5,500 employees working in our administrative headquarters, in the city of São Paulo, and in 22 units distributed throughout 12 Brazilian states. These teams work in all regions, guided by the solid values of our corporate culture and standardized processes, which ensure the continuous evolution of our human capital management model.

The Board of Directors' approval of the Remuneration Policy was a significant step forward to ensure this standardization among all units. The document presents, among other guidelines, the structure of positions and salaries that we adopt in the company, ensuring a meritocratic remuneration package in line with best market practices.

Another improvement achieved was the structuring and standardization of the benefits offered to employees. One of the approved changes was the offer of a health care plan with no fixed monthly charge, highlighting our focus on preserving people's health and quality of life.

DISTRIBUTION OF EMPLOYEES BY REGION*



*Considers only those with a permanent work contract.



Our leaders play a fundamental role in ensuring that the corporate culture transcends geographical boundaries and the purpose of transformation permeates all units, reinforcing values, ethics and integrity in all relationships. In this sense, the various communication and relationship channels that we have built up in recent years are important instruments of engagement.

The Leadership Channel is one of these tools and is used to transmit to the leaders (coordinators and above) the main information about the company's strategy and management. The messages reach all leaders and direct how the teams should be communicated about the evolutions and the achieved results.

Another practice that deserves to be highlighted in 2019 is the program *Conversando com a Liderança* (Talking with the Leadership). In these meetings, the CEO invites employees from different areas and positions to a conversation about important topics for the company's business. In this way, while the CEO understands the challenges that professionals face on a daily basis, the employees clarify their doubts about the company's strategy.

To ensure the dissemination of good practices in all units, we created the program *RH Conecta* (HR Connects) in 2019. In it, we train those responsible for Local Human Resources in management practices and strengthen the sharing of experiences.



5,500 employees

**WORK AT OUR HEADQUARTERS
AND IN 22 UNITS DISTRIBUTED
THROUGHOUT 12 BRAZILIAN STATES**

Diversity and inclusion

As it is present in different regions of Brazil with distinct cultural features, accents and social realities, our company values the diversity among its employees. We work so that men and women, employees of different ethnic groups and people with physical disabilities have the same opportunities and the perception of welcome and appreciation, from north to south of Brazil.

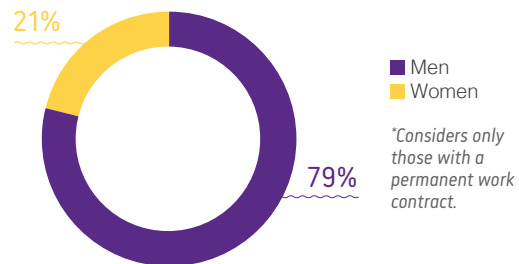
Strategically, we adopt practices to increase the diversity among our team. We consider the Internship Program to be the gateway for new talent in our company and, therefore, in 2019 we acted so that the selection process would further strengthen equal opportunities and the choice of students with behavioral profiles and alignment with our corporate culture, regardless of ethnicity or gender.

All registered candidates were evaluated based on their competencies and skills, and the most qualified at that time were selected. At the end of the selection process, we were able to fill 13.5% of the internship vacancies with black students (our goal was to have at least 10%) and 56% of them with interns. In 2019, we had 58 open positions for the Internship Program and received almost 5 thousand applications.

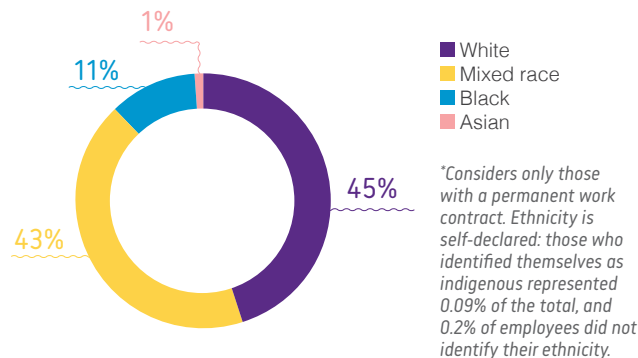


SPC: Sumaré

DISTRIBUTION OF EMPLOYEES BY GENDER*



DISTRIBUTION OF EMPLOYEES BY ETHNICITY*

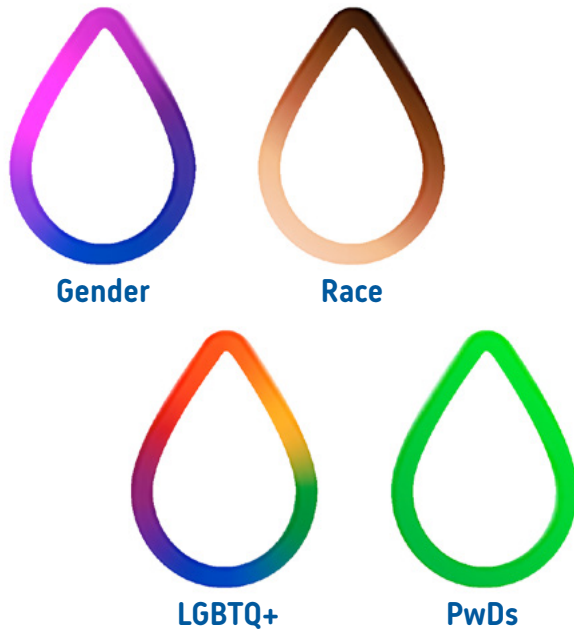


3%
of our staff
is made up of people with disabilities. In this audience, 5% occupy middle and senior management positions



In order to make the diversity issue increasingly incorporated into the company's strategic decisions, our Executive Board is supported by the DiversifiK Program committee. This board of leaders acted throughout 2019 to assess trends and external benchmarks, contributing to the formulation of guidelines and the implementation of initiatives that encourage diversity and inclusion.

DiversifiK



The DiversifiK Program also held campaigns to celebrate **Women's Month** (March), **Black Consciousness Month** (November), **Disability Week** (September) and **National Lesbian Visibility Day** (August).

Virtual accessibility

Our company has implemented a digital BSL (Brazilian Sign Language) translator on the corporate and business units website. The hand talk provides an animated character – Hugo – who translates the written content. The tool extends digital inclusion, as about 10 million deaf Brazilians do not understand Portuguese – just BSL (Brazilian Sign Language).



Racial Diversity

With the theme "Respect doesn't have a color, it has a conscience", we conducted different campaigns among employees to encourage racial diversity and combat discrimination during Black Consciousness Month, celebrated in November. One of the initiatives brought the former French consul, Alexandra Loras, to a conversation on racial diversity with the CEO of BRK Ambiental. The chat was filmed and made available on video to all employees.

A Hora É Delas! (It's Her Time!)

The soccer World Cup is a unique moment for Brazilians. Every four years, most companies in the country establish alternative working hours so that employees can watch the men's national team matches. In June 2019, we also took this cultural tradition to the women's version of the World Cup, held in France. We invited employees to dress in green and yellow and we opened a meeting space during the women's national team matches. It was a perfect time to talk about the importance of gender equality and diversity in sport and life.

International LGBTQ+ Pride Day

Celebrated on 28 June, the International LGBTQ+ Pride Day was celebrated in our company with actions to explain the meaning of the acronym representing the movement. The campaign showed how our culture values respect among people, combating discrimination and valuing diversity.

Our business model also provides opportunities for employees to develop and evolve professionally within the company. The incentive for them to seek new challenges through internal moves and promotions is strengthened by the program + Oportunidade (+ Opportunity), in which vacancies are communicated to all units through the BRK Portal and the selection of talent takes place with total transparency.

In 2019 we were able to fill 52% of the vacancies advertised through the program, recognizing employees who were already in the company. This internal movement stimulates the search for continuous improvement of skills and alignment with our values.



Performance



The Performance Cycle is an integral part of the process of valuing and recognizing our employees. Our performance appraisal process, which covered 95% of employees in 2019, is geared towards positively influencing professional growth and skills development.

The performance analysis considers not only the achievement of individual goals, established between employees and their leaders, but also the alignment with professional skills that we identify as essential for professional exercise aligned with our culture.

In 2019, we included the Calibration Committee stage in this process, which evaluates employees based on the Nine Box methodology, which contributes to a more uniform, transparent process with fewer subjective deviations. Initially implemented for vice-presidents and directors, this stage will be extended to managements in the 2020 cycle.

Investment for COMMUNITIES

The installation and expansion of basic sanitation systems, one of the main vectors of sustainable development in Brazil, directly benefits the population with more health, quality of life and environmental preservation. Our business strategy aims to go beyond these initial positive impacts. Our Sustainability Program – BRK Transforma (BRK Transforms) – was structured to provide the formation of partnerships and the development of projects with long-term results, focusing on the perennial transformation of the socioeconomic reality of the communities throughout the period of compliance with the contracts.

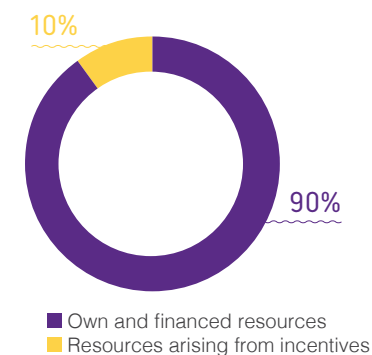
Through BRK Transforma, we apply a private social investment methodology that encompasses both the company's corporate initiatives, developed at the national level, and the projects conducted directly by the units with a focus on local development and community protagonism. This strategy is coordinated by a corporate area dedicated to sustainability management, installed at the administrative headquarters in São Paulo, which relates directly to the local teams dedicated to the theme existing in each of our units.

In 2019, investments made in sustainable development projects aimed at communities totaled R\$ 7.3 million – summing up own resources, financed and derived from tax incentive laws.



**Investments
in projects for
the communities
totaled R\$ 7.3
million**

PRIVATE SOCIAL INVESTMENT IN 2019



To evaluate and monitor the results of initiatives supported by social investments and their impact on the socioeconomic development of communities, we created the Sustainability System. In 2019, we began feeding the system with data from different locations, and the goal is to initiate structural analyses and develop action plans based on these subsidies as from 2020.

The main objective of BRK Transforma is the structuring and development of projects and initiatives that, connected to our values and strategic objectives, positively impact the communities in the sense of realizing the importance and benefits of basic sanitation. Among the achievements in 2019, we can highlight the following projects:

Watercredit

International microcredit program, conceived by the international NGO Water.org, which provides financial resources for low-income residents to improve and adapt sanitary facilities, such as the renovation of bathrooms. In 2019, with the support of BRK and other partners in Brazil, the initiative made available R\$ 2.5 million and allowed 822 families to benefit from the completion of works and improvements necessary for the full exercise of citizenship and universal right of access to water and sanitation.

Água na Escola – Gotas de Futuro (Water at School – Drops of the Future)

The project, which is an initiative of the Instituto Trata Brasil, promoted playful interactions in schools, stimulating discussion among parents, students and teachers about the importance of advancing basic sanitation in Brazil, prevention mechanisms against water-borne diseases (such as cholera and dengue fever) and environmental preservation. In 2019, Gotas de Futuro reached the states of Goiás and Rio de Janeiro and involved approximately 15 thousand children.



Livros nas Praças (Books in the Squares)

The Livros nas Praças project has already visited 14 cities in the company's states of operation, promoting culture, education and access to reading. A bus adapted to function as an itinerant library has traveled through the localities, encouraging 16 thousand people to the habit of reading, through the loan of books to adolescents and children. Accessible to people with disabilities, the shelves inside the bus include titles in Braille, digital volumes with accessibility resources and audiobooks, in addition to a section focused on issues related to water and sanitation.

Circuito Esportivo BRK (BRK Sport Circuit)

By assembling arenas for sports practice in schools or public spaces, this project offers students from public schools the opportunity to get to know new sports, contributing to their health, well-being and physical development. Circuito Esportivo BRK Ambiental encouraged the experience in five different sports and created opportunities to address issues such as sustainability and water preservation with children in a closer and more playful way. Physical education professionals were also engaged, showing how sports practice can be dynamized with materials and equipment adapted for different age groups.





Nave BRK (BRK Ship)

In 2019 the communities were also impacted with the Nave BRK project, an innovative experience for the dissemination of the importance of sanitation and the practice of sustainable attitudes in everyday life.

Nave BRK is a bus that was totally adapted to this new experience and covered 13 thousand km, visiting 7 states to promote environmental education through virtual reality technology engaging 5 thousand people.

Before entering the vehicle, the crew welcomes visitors on a big screen, presenting data on sanitation in Brazil and in the municipality served. There is also a game of "true or false" about the importance of sustainable actions.

Inside the bus, participants are accommodated in their seats and use virtual reality goggles to make a simulated flight over a river. During the ride, scenes are displayed to stimulate awareness on water consumption, the ideal destination for sewage, the importance of recycling and environmental preservation, risks of accumulation of standing water, among other topics related to sustainability.

For at least one night in each city visited, Nave BRK becomes a cinema to project, in a public square, a film with a socio-environmental theme, stimulating community interaction and the appreciation of public spaces.

Nave BRK was inaugurated at Green Nation, a festival on sustainability and environmental preservation held at Parque Ibirapuera in São Paulo





Tem um Rio na Biblioteca (There's a River in the Library)

Our company sponsored the theatrical show "Tem um Rio na Biblioteca", presented to children in public schools and impacting 11 thousand spectators in Pará and Tocantins.

Inspired by the Brazilian literature, the play presents a reflection on several daily themes linked to school contents, starting from the knowledge and appreciation of literature, in addition to approaching, in an educational and good-humored way, themes related to basic sanitation, sustainability and recycling, involving students in a story about sustainable development and the future of the planet.

Portas Abertas 360° (360° Open Doors)

Portas Abertas 360° is an interactive tour that allows a virtual visit to a company water or sewage treatment plant without leaving home. The tour is available in both adult and child versions and teaches the function of each of the stages of the treatments made in the company's stations, using virtual reality resources.

The experience of Portas Abertas 360° and other various technological activities can be accessed in the interactivity area of the BRK Transforma portal. Memory games, puzzles and virtual tours of treatment stations, as well as other content on environmental education, can be accessed for free through the platform.

Professional training for plumbers

The Plumbing Course, as well as other professional training courses, is conducted in the localities in partnership with renowned professional institutions and enables the professional training of community residents for formal work. The learning model, class structure, basic sanitation content and teaching materials are standardized through the BRK Transforma program, allowing the replication of initiatives with the same quality in any region. More than 2 thousand people have already participated in the training since 2017 in the different units of the company.

