



OEC

Odebrecht  
Engineering  
& Construction

75  
years

# Journey to transformation

Find out how we  
**are building trust  
for a better future**







1

# We took responsibility

In December 2016, Odebrecht publicly acknowledged the mistakes made in the past and **made a commitment with the future and with society** through a long restructuring process.

⋮

**Signed  
agreements**

**DECEMBER 16**  
Agreement  
with Brazil,  
USA and  
Switzerland

**APRIL 17**  
Agreement  
with the  
Dominican  
Republic

**JULY 17**  
Agreement  
with Ecuador

**AUGUST 17:**  
Agreement  
with Panama

**AUGUST 18**  
- Agreement with the Ministry of Transparency,  
the Comptroller General’s Office (CGU) and  
the Attorney General’s Office (AGU)  
- Agreement with Petrobras

**JANUARY 18**  
Agreement  
with Guatemala

**NOVEMBER 18**  
Agreement with the  
Administrative Council of  
Economic Defense (CADE)

**JANUARY 19**  
Agreement with  
the World Bank

**FEBRUARY 19**  
Agreement  
with Peru

The company continues searching for agreements of the same nature with other countries where it is present, aiming for more legal security for its operation and for the commitment to support investigations and act as an agent of transformation.



# 2

## We created new policies and guidelines

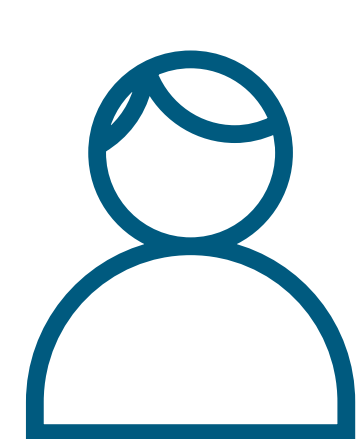
In the past few years, OEC - Odebrecht Engenharia & Construção implemented **new policies** aimed at establishing the general principles which must be observed and followed by all members.



**Compliance in Acting Ethically with Integrity and Transparency**



**Corporate governance**



**Planning & People**



**Sustainability**

Also implemented were **10 Compliance Guidelines, 11 Financial Guidelines**, one for **Internal Audit**, one Instruction on **Management of New Businesses** (Pipeline), one **Guideline of Supplies** and **two others for Planning & People**, including the topic **Conflicts of Interest**.





# 3

## We have independent instruments to fight against corruption



### Ethics Line

Instrument aimed to receive reports and complaints of inappropriate behaviour and violations of Internal Policies, Guidelines, rules and / or legislation. The channel is managed in a **confidential** and **independent** manner and the assessments are conducted in a confidential and impartial way.



### Due diligence

Creation of a single database to register any third-party vendors and **Due Diligence** processes. Analysis is done independently by the Compliance team with the support of a specialized international company.



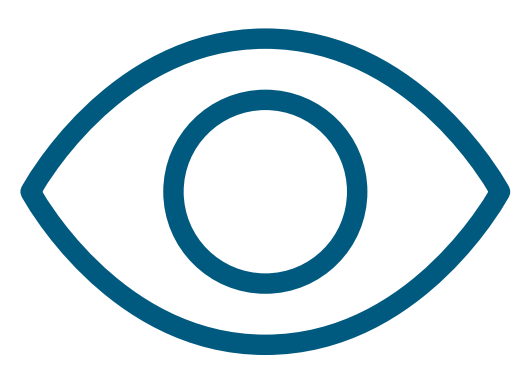
# 4

## We evaluate, control and monitor risks



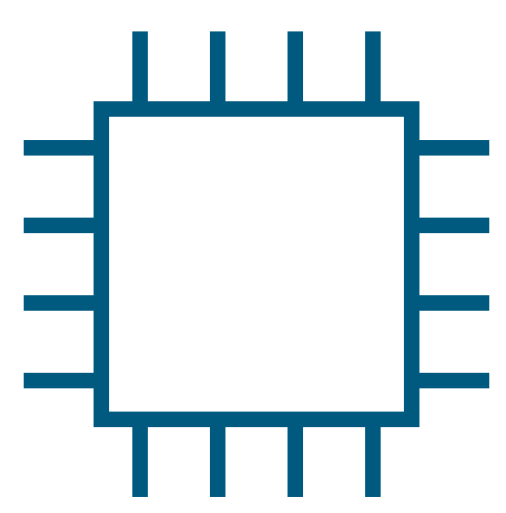
### Internal Audit

The Annual Audit Plan for projects, construction works, CSCs and offices are approved by the Board of Directors.



### Continuous Monitoring

A series of financial indicators - including all items transacted in the financial system databases and other corporate systems - is monitored.



### Core Compliance

Evaluation and systematic follow-up of key-process of the Compliance System based on objective indicators that allows to test the operation of the implemented rules.

Effective achievement of compliance indicators and targets is an important part of the Member's performance evaluation.



# 5

## We evolved our Governance

- Incorporation of **Independent Board Advisors**
- **Creation of Advisory Committees** permanent to the Board of Directors:
  - Internal Audit and Compliance Committee
  - Finance and Risk Committee
  - People Committee, Socio-environmental and Communication
  - Committee for Strategic Planning
- **Hiring a senior Chief Compliance Officer** with experience and independence guaranteed by reporting to the Board of Directors of the OEC
- **Creation of the Ethics Committee**
- **Hiring a Director of Institutional Relations**
- **Consolidation of new leaders** with 15 new launches in the last four years





# 6

## Engagement in favor of Integrity



# 7

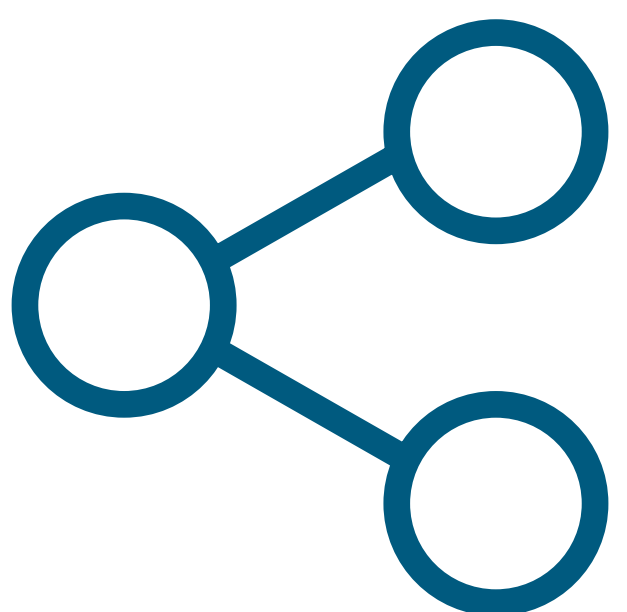
## We value the safety, excellence and innovation in our work environment



OEC in the United States was awarded with the **Safety Excellence Award** by the Associated General Contractors of America (AGC). The award recognizes construction companies that have stood out in the area of Work Safety.



Line 5 of the São Paulo Metro was recognized as one of the best of 2018 by the American Magazine Engineering News-Record, being the **only company in Americas awarded in the last six consecutive years**.



Project for the implementation of an **integrated system for corporate management SAP**, a German software which is a reference in the corporate world.

Programme for **cooperation and scientific and technological exchange** in partnership with Microsoft, in which one of the objectives is to accelerate the process of innovation in the infrastructure sector using artificial intelligence.





# We invest in people and we are still the choice of young people in the job market



## Trainings

**Information, training and advice** to our members on legal requirements, policies and guidelines of the OEC.

In the last two years, more than **415 training sessions** were carried out in all countries where OEC operates.

**Continuous communication** at all levels to ensure commitment to Compliance and unrestricted conviction of all members.

OEC is among the 10 companies in which Engineering students in Brazil **dream of working** (source: *Universum*)

The Vacation Internship Programme is still beating records. In the last three editions, the programme counted with more than **120,000 registrations**.





9

# We celebrate new projects



## **BRT Belém – Brasil - BR 316**

With 10.8 km of the BR 316 highway in the state of Pará the implementation of a Bus Rapid Transit (BRT) system connecting the cities of Belém, Ananindeua and Marituba will benefit 1 million citizens.



## **Panamá - Panama metro**

Construction of the branch that will connect Line 2 of the metro to Tocumén Airport in Panama City.



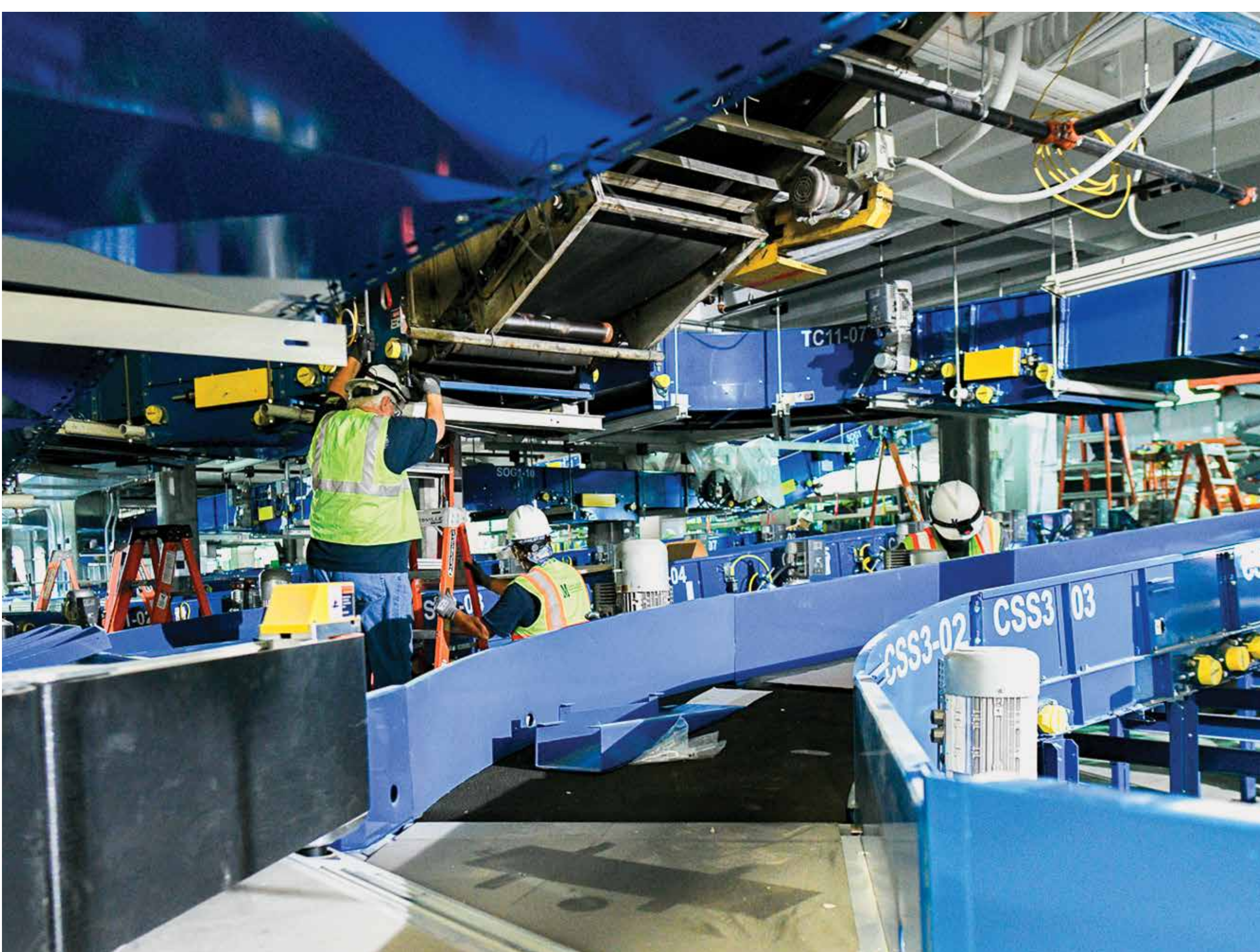
## **Brazil - Santa Cruz thermoelectric power plant**

Transformation of the plant, located in the Santa Cruz industrial district in Rio de Janeiro, in a combined cycle, allowing the use of diesel oil and natural gas as fuels.



## **United States - Modernization of Port of Miami**

Construction of two new terminals and increasing the cargo area at the Port of Miami.



## **United States - Expanding the Miami Airport Baggage System**

The project aims to make the system more efficient and convenient for both airlines and passengers.



# 10

## We deliver projects that improve the life of millions of people



### **PROSUB – Brasil – Prosub**

The Brazilian Navy's first Riachuelo-class, conventional submarine was launched.



### **Usina Hidrelétrica Baixo Iguaçu – Brasil - Baixo Iguaçu:**

The third and last turbine at the Baixo Iguaçu hydroelectric power plant (PR) started operating.



### **Panamá - Panama Metro**

The project was fully completed, with six stations in operation.



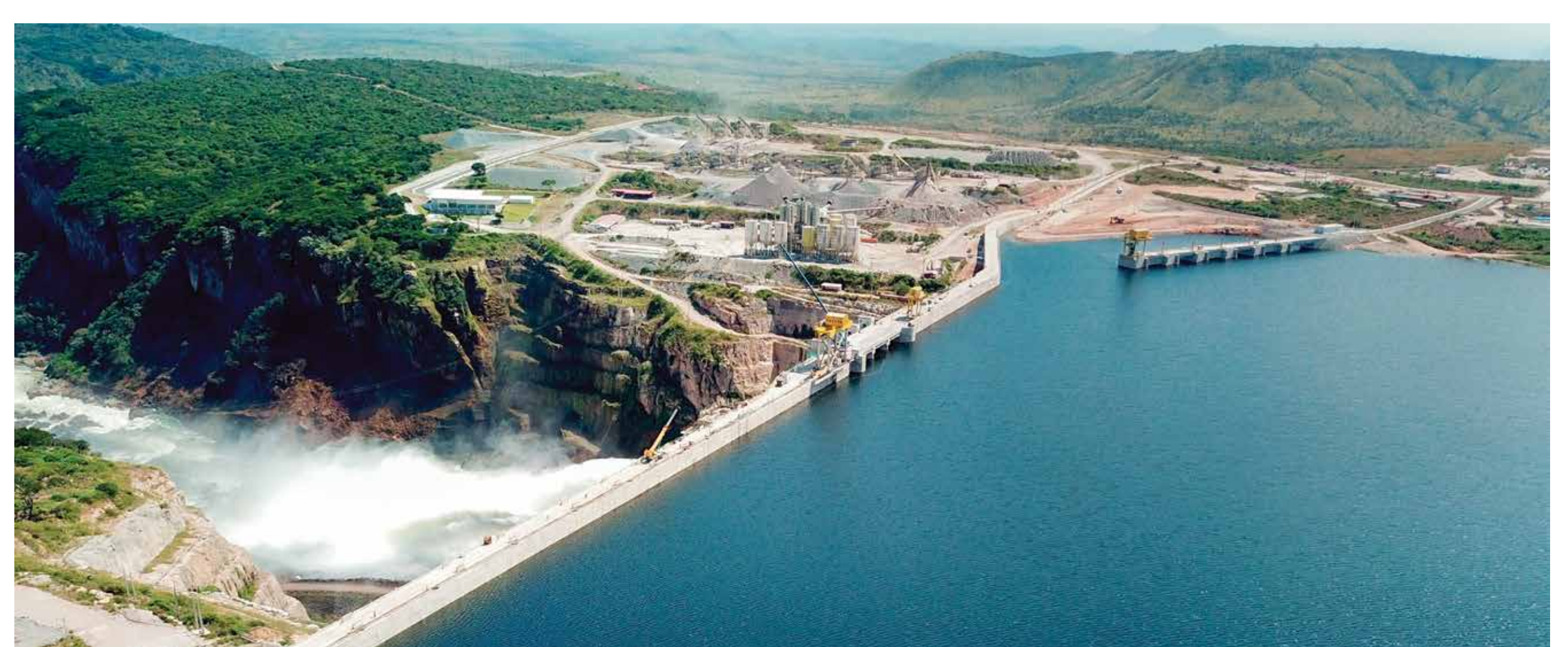
### **Panamá - Tocumen Airport (Panama)**

OEC partially delivered five boarding gates for the new Terminal 2.



### **SR997 - Krome Avenue – Estados Unidos**

Krome Avenue Expansion to four lanes, increasing safety for users.



### **Laúca hydropower plant – Angola – Laúca**

Energy generation has already started and lately four of the seven generating units are running. The Laúca hydroelectric power plant will be responsible for 40% of the electricity demand of North System in the Country.



# TODAY

75  
years

Over **75 years**, OEC accomplished and learned a lot. In this trajectory, thousands of people, members and former members have transformed knowledge and spirit to serve in solid projects - in more than 30 countries worldwide.

Today, our people are the biggest advocates of a transformation that has only one objective:  
**build trust for a better future.**



# OEC

Odebrecht  
Engineering  
& Construction

**This is our new brand.**  
And it is only the reflection of innumerable changes we made in the company.

**[www.oec-eng.com](http://www.oec-eng.com)**  
**OEC Ethics Line**

