

# SUSTAINABLE **MANAGEMENT**



OUR GROUP IS MUCH  
MORE THAN THE SUM OF  
ITS PARTS.

**WE HAVE A PURPOSE  
THAT UNITES US.**



# WE CHALLENGE OUR LIMITS



WE INNOVATE TO BE  
AT THE VANGUARD



WE AIM PASSIONATELY  
AND PERSISTENTLY FOR  
EXCELLENCE.  
**HOW WE DO IT MAKES THE  
DIFFERENCE.**



# TRANSFORMING THE INDUSTRY



WE WORK  
COLLABORATIVELY AND  
INTEGRATE DIVERSE  
VIEWPOINTS



WE ACT WITH INTEGRITY  
AND HONESTY AT ALL  
TIMES



TO ADD VALUE  
**TO THE**  
ENVIRONMENT



WE PRIORITIZE CARE,  
DEVELOPMENT  
AND RESPECT AMONG ALL

# OUR COMMITMENT TO SUSTAINABILITY

ECHVERRÍA IZQUIERDO IS COMMITTED TO SUSTAINABILITY. WE BELIEVE THAT ECONOMIC DEVELOPMENT **MUST COEXIST IN HARMONY WITH SOCIAL AND ENVIRONMENTAL DEVELOPMENT.**





AS A COMPANY, WE MAKE OUR EFFORTS TO CONTRIBUTE TO **ATTAINING THE SUSTAINABLE DEVELOPMENT GOALS (SDG) BY WORKING ON THE 7 PILLARS DEFINED BY THE CHILEAN CHAMBER OF CONSTRUCTION** FOR THE SUSTAINABLE MANAGEMENT OF OUR INDUSTRY



## SCOPE

This report communicates the way in which Echeverría Izquierdo relates its performance to the Sustainable Development Goals (SDG) of the United Nations Global Compact.

As part of its commitment to sustainable and responsible business practices, EISA intends to communicate, through its 2021 Annual Report, its management, priorities and performance in relation to sustainability.

One milestone to highlight in 2021 is the creation of the Sustainability Division of the Echeverría Izquierdo Group in the last quarter of the year.

This Chapter presents the ESG performance results of EISA for the period from January 1 to December 31, 2021.

The contents of this report are in line with the reporting requirements of the Global Reporting Initiative (GRI) for the preparation of sustainability reports and with the questionnaire of the Dow Jones Sustainability Index (DJSI).

## MATERIALITY PROCESS

[GRI 102-47; 102-21]

In 2021, in the context of our commitment to, and progress in, sustainability, we began a process to identify material topics to guide the contents of this report. Local and world trends in sustainability, Environmental, Social and Governance (ESG) standards relevant to Echeverría Izquierdo's industry, and relevant topics in national and international benchmarks were considered in defining the list of topics. Although construction and engineering were considered the main industry, trends and relevant topics in the property industry were included in the analysis and a view of the mining industry since the Company works directly with that industry.

Documents, plans and internal strategies of EISA and its different subsidiaries were also considered, such as Annual Reports, 2021-2024 Strategic Plan, facilitators and associated goals, a presence in the media and key documentation on progress for the group and for each subsidiary.

These topics were presented, reviewed and adapted together with an Executive Committee on which the CEO and Managers of different areas were members. They provided a view of the importance of those topics and progress in the management of each for the group and for the different businesses.

In 2022, we will work with internal and external groups to create a more detailed prioritization of topics and thus continue progressing towards a Sustainability Strategy.



## MATERIAL TOPICS

The joint work with the EISA Executive Committee resulted in 23 topics organized in 3 dimensions:

## ECONOMICS AND GOVERNANCE

- CORPORATE GOVERNANCE
- BUSINESS ETHICS
- CUSTOMER SATISFACTION
- RESILIENT BUSINESS MODEL
- RESPONSIBLE SUPPLY CHAIN MANAGEMENT
- INNOVATION
- DIGITAL TRANSFORMATION
- OPERATING EXCELLENCE

## SOCIAL

- DIVERSITY AND INCLUSION
- TALENT ATTRACTION AND RETENTION
- QUALITY OF WORKING LIFE
- HUMAN CAPITAL DEVELOPMENT
- IMPACT ON COMMUNITIES
- OCCUPATIONAL HEALTH AND SAFETY
- HUMAN RIGHTS
- LIVING WAGE

## ENVIRONMENTAL

- GHG EMISSIONS AND CLIMATE CHANGE STRATEGY
- SOLID WASTE MANAGEMENT
- SUSTAINABLE INFRASTRUCTURE
- USE OF WATER
- BIODIVERSITY PROTECTION AND PRESERVATION
- MANAGEMENT OF ENVIRONMENTAL IMPACTS IN PROJECTS AND SERVICES
- USE OF ENERGY

## DEFINITION OF MATERIAL TOPICS

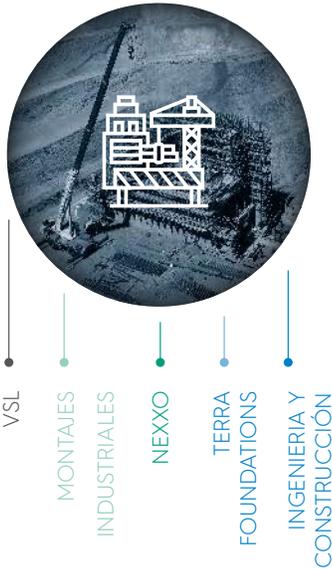
<b>CORPORATE GOVERNANCE</b>	The interests of all shareholders (including minority shareholders) must be managed effectively, be diverse and the structures of incentives and ownership requirements must be transparent.
<b>BUSINESS ETHICS</b>	Ensure ethics and integrity through policies on corruption, bribery, anti-competition practices, conflicts of interest or political influence by training employees and contractors to strengthen an ethically exemplary culture.
<b>CUSTOMER SATISFACTION</b>	Have all the relevant information for an optimal relationship with customers to provide maximum satisfaction through standards of service and a strengthening of loyalty.
<b>RESILIENT BUSINESS MODEL</b>	Adapt on a timely basis to regulatory changes, emerging market trends or crises that may impact the business.
<b>RESPONSIBLE SUPPLY CHAIN MANAGEMENT</b>	Identify and manage economic, social and environmental risks and opportunities in suppliers, especially in subcontractors, to foster a sustainable management in the chain of value.
<b>INNOVATION</b>	Innovate constantly in the different processes and business units to attain a maximum efficiency, productivity and the fewest socioenvironmental impacts, to thus generate a culture of innovation that becomes an accelerator of strategic transformations.
<b>DIGITAL TRANSFORMATION</b>	Apply new technologies, digitalization and automation for a greater operating excellence while safeguarding cybersecurity at all times.
<b>OPERATING EXCELLENCE</b>	Provide an excellent quality of service so that the business makes a profit and is cost-competitive.
<b>GHG EMISSIONS AND CLIMATE CHANGE STRATEGY</b>	Devise a strategy to reduce the adverse impacts of climate change and consider potential risks and opportunities, including the measurement and management of GHG emissions.
<b>SOLID WASTE MANAGEMENT</b>	Have a household, industrial and hazardous waste management system implemented according to circular economy principles, including waste impact mitigation and reduction practices throughout the life cycle, both in the stage of the use of products and in final disposal.
<b>SUSTAINABLE INFRASTRUCTURE</b>	The construction of structures that have the least impact throughout their life cycle, starting from an eco-design and innovation using construction materials with the lowest impact while assuring their energy and water efficiency during use and reducing the impacts at the end of their useful life.
<b>USE OF WATER</b>	Managing the consumption of water by operations, including projects and services, that encompasses measurement, consumption reduction strategies, reuse and restoration of water resources.
<b>BIODIVERSITY PROTECTION AND PRESERVATION</b>	Implement measures for the protection and preservation of the biodiversity of the ecosystems in project areas through studies or the quantification of critical biodiversity, among other possible measures.
<b>MANAGEMENT OF ENVIRONMENTAL IMPACTS IN PROJECTS AND SERVICES</b>	The measurement, management and prevention of environmental impacts caused by projects in all areas, following the parameters of impact assessment defined by the law.
<b>USE OF ENERGY</b>	Management of power consumption in the company's production processes, including projects and services, and of the use of fuels and electricity by encouraging a reduction and the use of renewable energy.
<b>DIVERSITY AND INCLUSION</b>	Have a team that reflects the diversity of the social environment in terms of gender, nationality, disabilities and other relevant aspects, to thus ensure equal opportunity within the company.
<b>TALENT ATTRACTION AND RETENTION</b>	Become an attractive company that draws new talent to reduce the turnover in the company and assure the availability of human capital.
<b>QUALITY OF WORKING LIFE</b>	Contribute to the wellbeing of employees through benefits and programs that satisfy their needs and contribute to a good working climate in the company.
<b>HUMAN CAPITAL DEVELOPMENT</b>	Develop key skills in our teams and create structures for coordination and collaboration toward the professional development of people and for handling the challenges of the industry.
<b>IMPACT ON COMMUNITIES</b>	Strengthen the positive social and environmental impacts of projects and works through an active engagement with communities and local groups that have been impacted, and handle their claims and concerns.
<b>OCCUPATIONAL HEALTH AND SAFETY</b>	Expand the organizational culture based on the protection of safety and wellbeing by means of a proactive mitigation of risks identified in operations and a continuous promotion of occupational health.
<b>HUMAN RIGHTS</b>	Ensure respect for the basic rights throughout the chain of value according to the Guiding Principles of the United Nations.
<b>LIVING WAGE</b>	Salaries and compensation in line with the needs of the workforce that position the company competitively in the industries in which it engages.

# STRATEGY

The first 2021-2024 strategic planning of the EI Group took place from December 2020 to March 2021.

Through an analysis of our history, capacities and experience, the EI Group defined two main business segments to make use of our competitive advantages and synergies between the business units.

## CONSTRUCTION AND MINING SERVICES



“Be a real alternative for all mining businesses in which we want to participate by being a part of the entire production process, in the aim of increasing our market share and ensuring that they trust us.”

## MIDDLE-INCOME HOUSING SOLUTIONS



“We deliver more spacious homes of excellent quality in exceptional locations at competitive prices. We want to provide customers with a satisfactory experience and improve their quality of life.”

Two facilitators were defined during the strategic planning to ensure leadership in both main segments:

- Generate Innovation
- Strengthen organizational capacities

# EI GROUP INNOVATION



WHY DO WE **INNOVATE?**

WE INNOVATE **TO  
TRANSFORM THE  
INDUSTRY** FROM A  
**SUSTAINABLE FOCUS.**

*OUR DEFINITION OF SUCCESS: "CREATING A CULTURE AND DISCIPLINE OF INNOVATION THAT BECOMES AN ACCELERATOR OF STRATEGIC TRANSFORMATIONS AND WILL RAISE THE EBITDA BY 10% BY 2024"*



WHAT DOES INNOVATION MEAN FOR THE **EI GROUP?**

WE UNDERSTAND INNOVATION TO BE **CREATING UNIQUE VALUE RELEVANT TO OUR CUSTOMERS, THROUGH SOLUTIONS, PRODUCTS OR A BUSINESS MODEL** THAT ARE UNIQUE IN THE COUNTRY.

## GOALS

- INCREASE THE EBITDA BY 10%, ASSOCIATED WITH INNOVATIVE STRATEGIC INITIATIVES
- INCREASE THE MATURITY OF THE GROUP'S INNOVATION CULTURE THROUGH A GROUP-WIDE TOOL
- ENSURE THAT 70% OF THE INNOVATION PORTFOLIO IS FOCUSED ON CAPTURING SYNERGIES AND/OR ON THE MAIN SEGMENTS
- INCREASE THE EXTERNAL POSITIONING OF THE GROUP'S INNOVATION TO BECOME A PART OF LEADING NATIONAL AND INTERNATIONAL RANKINGS



## INITIATIVES

- MAKE THE CONTROL OF PROJECTS AND CONTRACTS BY BUSINESS UNITS MORE EFFICIENT
- ESTABLISH A METHOD TO MEASURE THE INTENSITY OF INNOVATION
- SYSTEMATIZE THE INNOVATION PROCESSES OF THE INTEGRATED MANAGEMENT SYSTEM AND MANAGEMENT OF THE INNOVATION PROJECT PORTFOLIO
- STRENGTHEN THE INNOVATION CULTURE WITHIN THE ORGANIZATION
- STRENGTHEN THE GOVERNANCE OF THE INNOVATION MANAGEMENT SYSTEM AND ENCOURAGE COLLABORATIVE WORK

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## INNOVATION FOCUSES

The Innovation Focuses address market trends. They are areas of interest that define the limits where innovation challenges will be sought, and they question unsolved problems.



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### INDUSTRIALIZATION

A SET OF METHODS THAT INCORPORATE MODULARIZATION, STANDARDIZATION, AUTOMATION AND PREFABRICATION (OFF-SITE SERIAL PRODUCTION) THROUGHOUT THE LIFE CYCLE OF A PROJECT.



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### DIGITALIZATION

TECHNOLOGICAL CHANGE PROCESSES INDUCED BY REPLACING OR SIGNIFICANTLY IMPROVING ANALOG TOOLS BY DIGITAL ONES



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### SUSTAINABILITY

COMPATIBILITY BETWEEN ECONOMIC GROWTH, ENVIRONMENTAL PRESERVATION AND SOCIAL IMPACT



## 2021 ROAD MAP

The innovation strategy is put into effect following a road map by which we identify the paths toward the creation of value. It contains three propelling thrusts, an internal model, a portfolio and external model, which constitute the crucial strategic challenges for the evolution of innovation inside the EI Group to bring us closer to our purpose and goals.

It is complemented by two driving thrusts, processes, technologies and an innovation culture. Those are dimensions that, while not exclusive to the process of innovation, do condition the ability of the EI Group to innovate in implementing its development plan and in achieving the established goals.

### INTERNAL MODEL

Implementation of the Innovation Management System (SGI)

1. Systematize the innovation process
2. Manage governance and teams
3. Transfer knowledge

### PORTFOLIO

A vision and management of the innovation portfolio within the EI Group

1. Balance the EI Group's portfolio
2. Strengthen the synergies within the EI Group
3. Innovation metrics

### EXTERNAL MODEL

Collaboration with the ecosystem in the search for new opportunities

1. Identify financing
2. Strengthen ecosystem relations
3. Explore Corporate Venturing (CV)

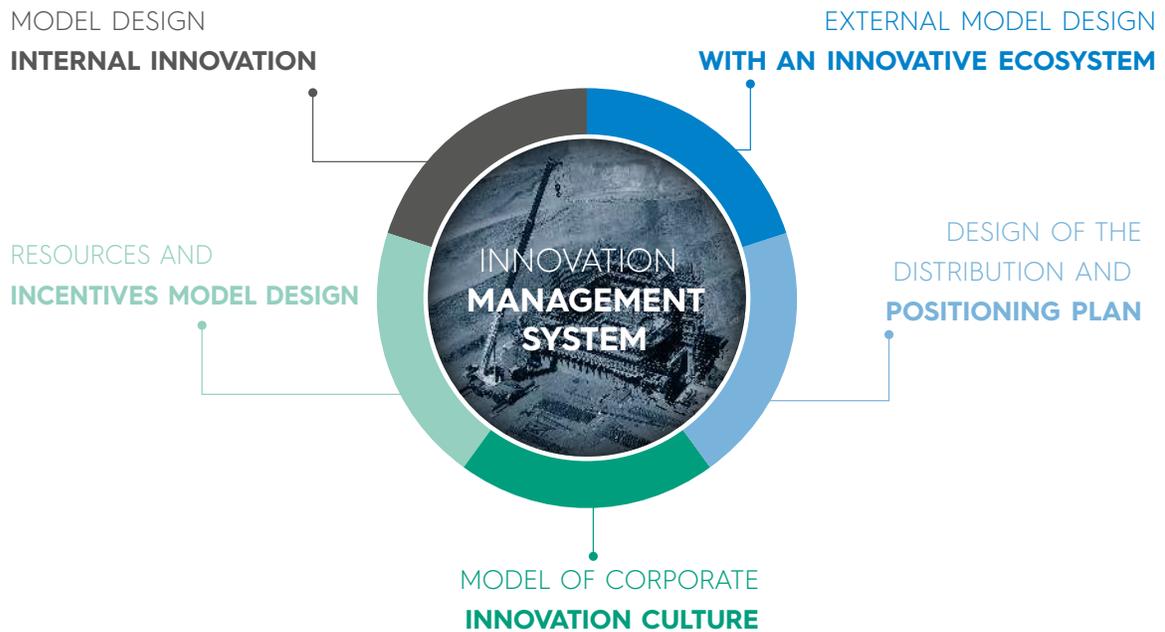
PROCESSES AND TECHNOLOGY

CULTURE AND INNOVATION



## INNOVATION MANAGEMENT SYSTEM

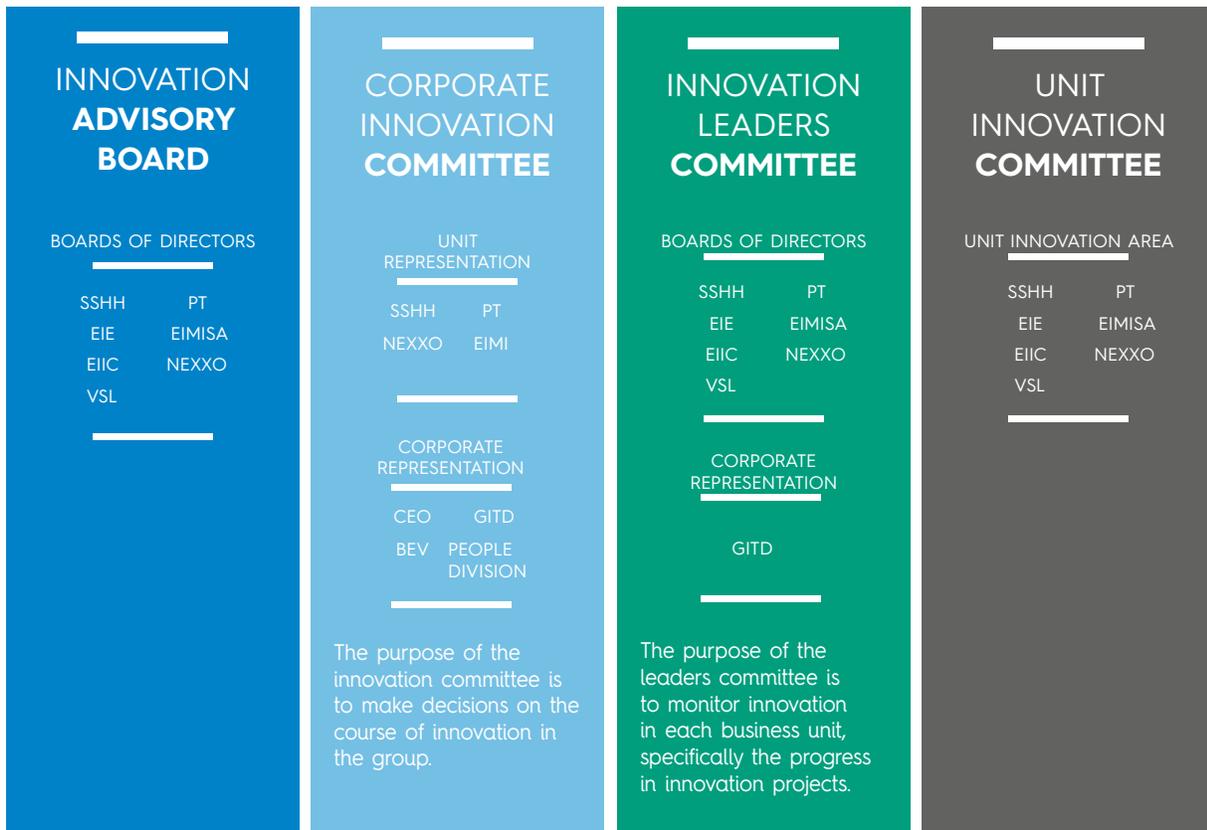
This is the method guiding the systematization of innovation in the EI Group. Innovation is managed under five enabling aspects that combine to achieve an integral and sustainable management over time.



## GOVERNANCE / INSTANCES

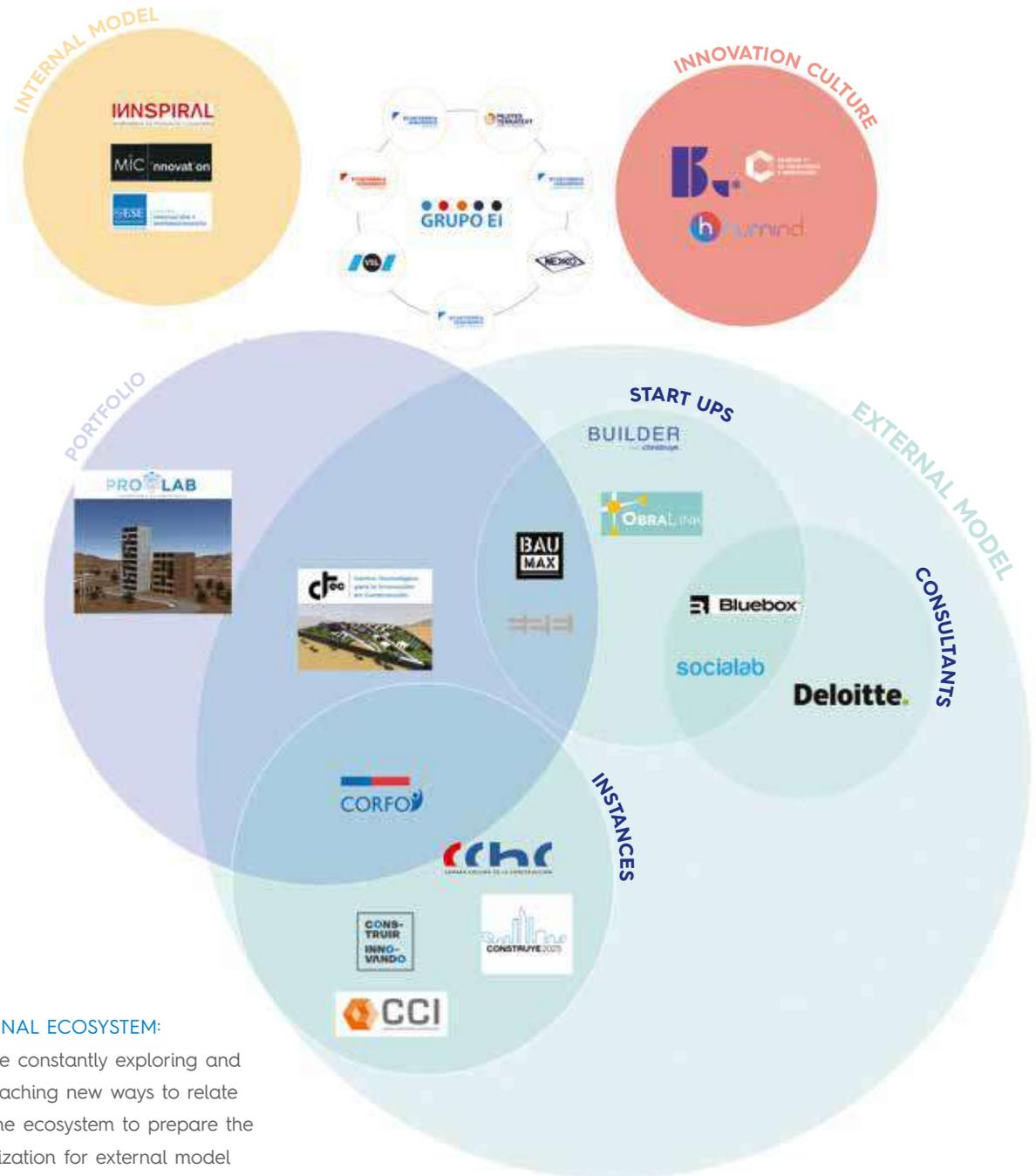
The purpose of governing innovation in EI is to ensure a systematic management of the innovation by the Units and Corporate-Wide to identify potential synergies and transfer best practices using a method, accompaniment and decision-making that will create a pro-innovation culture.

The next chart displays the basic interaction in the group in regard to innovation.



EI GROUP INNOVATION ECOSYSTEM

## ENGAGEMENT OF THE 2021 INNOVATION ECOSYSTEM



### EXTERNAL ECOSYSTEM:

We are constantly exploring and approaching new ways to relate with the ecosystem to prepare the organization for external model topics. We manage relationships with key actors by which we create collaboration that enables us to challenge our limits in adding value to the environment.

## SPECIFIC ADVANCEMENTS

### INTERNAL MODEL

Systematize an EI Group innovation method

Set up innovation committees in Units

Transfer the innovation method

### OBJECTIVE

Standardize an innovation method traceable by means of strategic indicators.

—○ **+500** VISITS TO THE EINNOVA SITE

—○ **7** UNSOLVED PROBLEMS WORKSHOPS FOCUSED ON STAGES OF DETECTING AND CONCEIVING

—○ **31** TOTAL NUMBER OF INNOVATION COMMITTEES

- 6 CORPORATE
- 10 LEADERS
- 15 IN UNITS

### PORTFOLIO

Make the EI Group innovation portfolio visible

Define benefit metrics and identify scenarios

### OBJECTIVE

Have an innovation portfolio that leads to results, and be capable of measuring their impact.

—○ **80** ACTIVE INNOVATION INITIATIVES

—○ **2** PATENTS PROCESSED TO DATE

—○ **764** MCLP\$ IS THE 1<sup>st</sup> CONTRIBUTION



## EXTERNAL MODEL

- Identify financing
- Strengthen relations with the ecosystem
- Strengthen the Corporate Venturing scope

## OBJECTIVE

Facilitate collaborative work set-ups with the entrepreneurial ecosystem.

- 4 TIES BETWEEN UNITS AND START-UPS
- 2 NOMINATIONS HANDLED TO DATE
- 3 OPEN INNOVATION PARTNERS

## CULTURE

- Communication - Internal and external innovation communication
- Talent - Formation of intrapreneurs

## OBJECTIVE

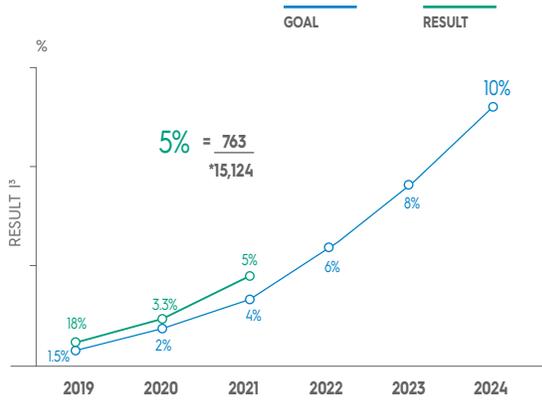
Take the EI Group's first innovation culture measurement

- +500 PARTICIPANTS
- 30 COLLABORATORS
- 1 NOMINATION TO BRINCA'S C3 RANKING (9TH PLACE IN PROPERTY DEVELOPMENT)

## INNOVATION GOALS

The goal of the EI Group is 10% by 2024 using the base scenario and annual innovation goals to meet the objective in 5 years.

### RESULTS OF THE INNOVATION PORTFOLIO CONTRIBUTION TO THE INCREASE IN THE EI GROUP'S NET MARGIN



### HOW WILL WE MEASURE THIS?

The innovation subdivision will measure progress in the declared innovation goal each year and report it to the innovation committee that must review, ratify or change the EI Group innovation goal.

**//** Innovation intensity ( $I^3$ ) is the percentage of the EBITDA and means innovation is in a pilot or scaling stage and has been implemented in the last 5 years or last 10 projects. **//**



# MAIN MILESTONES

## MOST INNOVATIVE COMPANIES IN 2021

The most important innovation ranking in the country:

- 12 years rewarding innovation
- More than 400 participants
- 39 award categories



## #1 R+D LAW CERTIFICATION

The SSHH ProLab project was the first to receive certification to qualify for the R+D Law tax benefit.



# 34.62%

OF THE TOTAL BUDGET AWARDED UNDER THE R+D LAW



# MAIN MILESTONES

## ENGAGEMENT WITH THE ECOSYSTEM

We will be an anchor company in the CTeC innovation park.

### CTeC

CTeC stand for Technological Center for Construction Innovation. It is comprised of 7 national universities and its purpose is to contribute to the transformation of the construction industry. It proposes being capable of providing a platform where different actors in the industry can meet. It is fostering synergies and instances of collaboration among large and mid-sized companies, entrepreneurs and SMBs, promoting disruptive technologies and methods that drive productivity and sustainability.

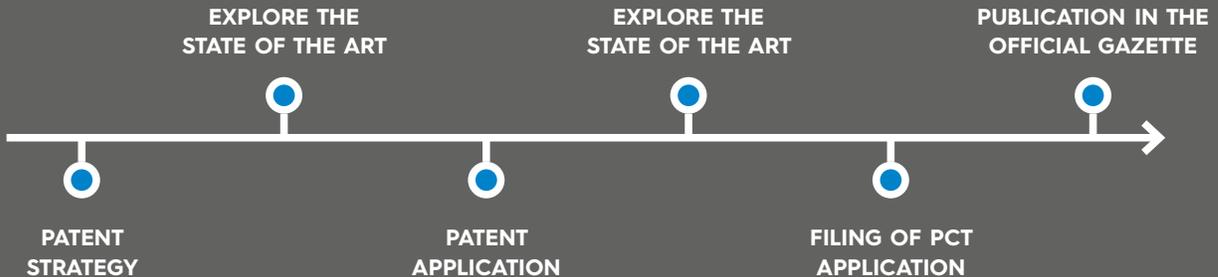


## #1 EI GROUP PATENT

The first patent of the EI Group, requested by VSL, was published in the Official Gazette.



A system of lightweight foundations for equipment of the mining and other industries in general.





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## 2021 C RANKING

The best innovative companies

**9th** Industry  
Real Estate Activities

**PLACE** Human Talent  
114 employees

**Noteworthy dimensions**  
Internal openness  
Challenging work  
Trust and collaboration

//  
Innovation has become a way to address our value proposal. Openness towards creativity and innovation has been a motivation to keep the team united and committed to delivering the best homes to our customers at the best price with less uncertainty.



**Raimundo Cruzat,**  
CEO of Echeverría Izquierdo Inmobiliaria

### Innovation culture numbers

% OF EMPLOYEES OF THE COMPANY WHO ENGAGE FREQUENTLY OR ALWAYS

**76%**

BOARD AND MANAGEMENT PROMOTE CREATIVITY AND INNOVATION AS FUNDAMENTAL VALUES

**83%**

I FEEL THAT I CAN DECIDE HOW I DO MY WORK EVERY DAY

### Achievements that fill us with pride

**100**

OF THE PROJECTS IN A PILOT AND SCALING STAGE HAVE A SENIOR SPONSOR

**7**

INNOVATION PROJECTS IN A SCALING STAGE

**1**

INNOVATION TRAINING PROGRAM IMPLEMENTED IN 100% OF THE ORGANIZATION



# HEALTH AND SAFETY

## EVOLUTION OF THE PANDEMIC

For a second consecutive year we were challenged as a company to care for the health of our employees by preventing and controlling infection with Covid-19 at work sites, to thus guarantee the operational continuity of all our projects and installations.

From the start of the pandemic, the EI Group developed a strategy with company-wide courses of action and plans adapted to the characteristics inherent to the projects of the different subsidiaries and our particularities.

The measures of protection and wellbeing have been implanted in several areas of action. Strategy and planning were by a Covid-19 committee in different levels of the organization; on a corporate level, comprised of CEOs and OHSEM Managers of subsidiaries; on a business unit level, by the executive committee; and on a work site level, by the crisis committee.

Our Covid-19 protocols and the safe return plan were developed on the basis of the rules and regulations defined by the Health Authority and the Mutual Safety Association and they have been updated as the pandemic evolved and according to the measures implanted in the respective orders by authorities.

As a company, we adopted the "Health Protocol Commitment" of the CChC and the Covid-19 Seal of the Mutual Safety Association based on the proposed recommendations and measures. We also retained a

medical expert to help define the strategy, update the protocols, analyze cases and their complexities.

In prevention, one of the main measures implemented for timely detection was an active search for cases in all our work sites and the main office through a saliva test, PCR test or antigen test given weekly to all employees, both direct and of subcontractors. The daily declaration of symptoms and temperature taken upon entering work sites were the first entry control so that our employees could work calmly and safely in Covid-19-free environments. Although it is true that timely detection of cases was fundamental, an effective tracing was also key to controlling the spread of the virus. Site teams worked collaboratively, efficiently and committedly in caring for their peers and facilities to prevent outbreaks and the stoppage of the work.

The basic measures on preventing Covid-19 also continued to be promoted and controlled, such as washing hands, using alcohol gel, wearing face masks and maintaining a physical distance. Our work centers were adapted so that there were areas where these measures could be applied. Offices, warehouses, dining halls, locker rooms and restrooms were outfitted with signage, acrylic separators, handwashing stations, alcohol gel and paper towel dispensers, and work shifts were defined to control the number of people, together with an ongoing sanitization.

Digitalizing processes and the Occupational Health and Safety Management System was accelerated by the need to maintain a physical distance and make the management by the professionals in charge more efficient given the several new occupational health requirements.

Telecommuting was encouraged and facilitated if the position allowed, and there was also a special concern and protection of the groups at greater risk.

All of this was done by massively promoting and communicating information campaigns in different media, both digital and print.

A fundamental role in the accompaniment of our employees was played by the welfare area. It provided

social assistance to employees diagnosed with Covid-19. Among the main activities was the initial contact to support them in coordinating with the family, in finding sanitary residences (if needed), delivering boxes of merchandise and tracking their symptoms to evaluate the need to activate health insurance. Nonetheless, the most important part was listening to them, attending to them and conveying to them our concern and support.

In general terms, despite the complex situation caused by the pandemic, the balance was positive for the company as it was not only capable of preventing and controlling infection at our worksites but also in guaranteeing the operational continuity of all our projects, which gave tranquility to our employees, their families, our customers and everyone who collaborates with our projects.



**254,538**

NO. OF TESTS



**0.60%**

POSITIVE  
INFECTION RATE

## PROMOTING AND FACILITATING VACCINATION

Information activities were held throughout 2021 to reinforce the importance of vaccination stressed by MINSAL. These activities included internal campaigns at each work center, onsite talks to create awareness, videos on closed-circuit TV in dining halls and the posting of the vaccination calendar on bulletin boards.

Vaccination events were held, coordinated with the CChC, the Regional Office of the Ministry of Health (Health SEREMI) and MINSAL at some of our work centers in Santiago and regions.

Employees were given paid time off to go to the vaccination centers closest to their residence and to the

### % OF EMPLOYEES RECEIVING VACCINATIONS

**97%**

HAVE RECEIVED  
THEIR 1ST SHOT

**96%**

HAVE RECEIVED  
THEIR 2ND SHOT

**64%**

HAVE RECEIVED  
THEIR 3RD SHOT

work sites. Transportation was provided to help them get there.

Montajes Industriales held a campaign that offered incentives for meeting the work site vaccination goals of 70%, 90% and 100%.

Workers who received their booster shot were given a sticker to put on their helmets.

## OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

[GRI 403-1]

The company has an Occupational Health and Safety Management System appropriate for the needs of each segment and subsidiary, based on governing law and in line with the following standards:



The management system incorporates key processes to fulfill the objectives and meet the goals of the company based on its purpose and vision of safety.

These processes include:

- Hazard and risk identification
- Employee induction
- Fatality prevention standards
- Integrated planning
- Operating controls
- Accident Probability Ratio (IPA)
- Reportability
- Incident investigation
- Internal and external audit plan
- Training plan
- Occupational Health Protocols
- Mass campaigns and audits

**Governance:** Occupational Health and Safety (OHS) topics are discussed monthly by executive committees whose members are the Chief Executive Officers of subsidiaries, Area Managers, Operations Managers and OHS Managers. The CEO of each subsidiary reports on performance to the Board of Directors and CEO.

The internal audits are conducted according to an annual schedule that considers legal aspects and the OHS management system. This process is led by the Safety Area, which conducts the activities associated with each procedure by means of certified auditors and skilled employees.

The purpose of the audits is to confirm compliance by each of the work centers with ISO 45001/2018. The audits check that requirements are met; they identify findings and help in the definition of action plans by the teams audited. Those action plans will be subsequently monitored and closed.

The management systems of each subsidiary are audited by the following certification agencies according to ISO 450001/2018.

AENOR  
Bureau Veritas  
ABS Consulting

The audits of systems certified by the Competitive Company Program are conducted by the Mutual Safety Association.

In both cases, the audits are conducted annually and are made of a representative sample of projects to confirm that operations are according to the scope defined in the certificate.

## CCHC AWARDS HONOR ROLL



★★★★★★ 6 Stars CCHC Honor Roll

**ECHEVERRIA  
IZQUIERDO**  
Montajes Industriales

★★★★★ 5 Stars CCHC Honor Roll

**NEXKO**

★★★★ 4 Stars CCHC Honor Roll

**PILOTES  
TERRATEST**  
una empresa del grupo **TERRA  
FOUNDATIONS**

CCHC Good Practices Contest; 7 "Outstanding" for good practices in the "Work Risk Analysis Workshop"

**PILOTES  
TERRATEST**  
una empresa del grupo **TERRA  
FOUNDATIONS**

## HAZARD IDENTIFICATION, RISK ASSESSMENT AND INCIDENT INVESTIGATION

GRI 403-2

Hazards and risks are identified in a systematic way following the **“Hazard identification, risk assessment and control procedures,”** which are an integral part of our management system.

This is done according to an activity calendar that lists the activities or items and their stages. The calendar considers the processes, identifies routine and non-routine activities and the stages of each activity.

This process is implemented by the Site Chiefs, Project Risk Prevention Heads and the Project Manager, who

must also approve the Risk and Hazard Identification matrixes and is responsible for implementation of the control measures.

Through **Integrated Planning**, we can anticipate the most critical risks in each project and address them opportunely, systematize their survey and analysis, and create the measures to either eliminate them or reduce them to the utmost possible.

Steps to take are defined to attain a quality survey of the risks inherent to a project, using the general structure of the activity calendar:



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## ENGAGEMENT AND CONSULTATION

The following instances have been defined to develop this initiative:

### KICK-OFF MEETING

The strategic and operative planning are discussed at this meeting and the project timeline is constructed.

### MEETINGS EVERY TWO-MONTHS TO ANALYZE CRITICAL ITEMS

The critical items that will be executed in the next two months are reviewed as well as the resources and safety measures needed to address them.

### MONTHLY EXECUTIVE COMMITTEE MEETINGS

These meetings are attended by the work supervisors, Project Manager, Safety Manager and Head of PR Projects. One of the matters to be reviewed is the monitoring of the proposed measures.

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## REPORTABILITY

To encourage reporting any incidents occurring in our works, we developed, with Woken, a new application called "I REPORT," using the latest accessible technology available to the public at large.

This application uses a QR code to enter a simple web platform where findings can be reported (incidents and risky conditions) at any time of the day or in any place of a project.

Each project has a previously defined, non-replaceable QR code.

This QR code is posted in different places of work sites.

The information gathered from the QR code must be analyzed and processed by the Project Risk Prevention Area and disclosed to workers.



## “STOP”

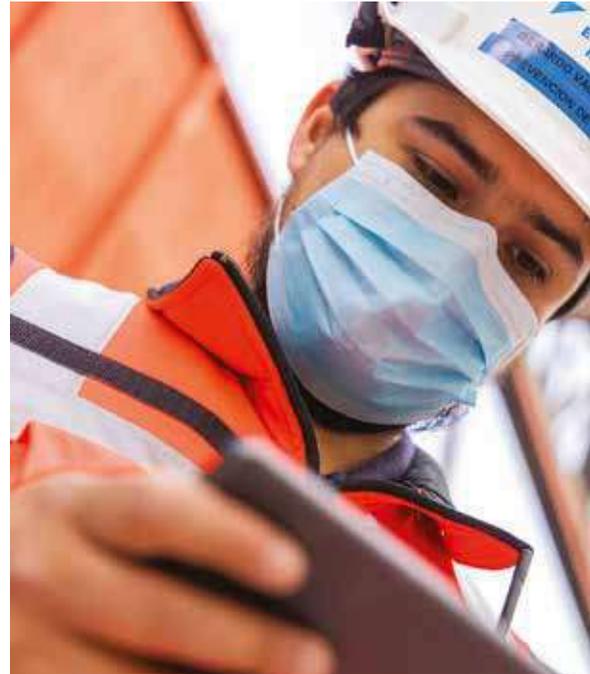
All workers entering a work site receive a “Stop” card that is a tool for preventive management and timely control by workers of risky conditions or situations that may affect their integrity or that of fellow workers. The idea is to be able to stop any unsafe situation or condition that might lead to a work accident.



## ACCIDENT INVESTIGATION AND DISCLOSURE

A method has been devised to investigate incidents that includes inspections, photographs, evidence, documents and records, accident reconstruction, and a meeting for causal analysis and design of an action plan.

In addition to the investigation, hazard alerts are issued in the form of a formal investigation document to the organization. This document describes the causes of the accident and/or high-potential incident, the respective action plan and the consequences of the occurrence.



## OCCUPATIONAL HEALTH SERVICES

GRI 403-3

All subsidiaries are affiliated to the CChC Mutual Safety Association that provides medical care and financial aid in the event of a work accident or occupational disease.



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## INVOLVEMENT OF WORKERS, QUESTIONS AND COMMUNICATION IN OCCUPATIONAL HEALTH AND SAFETY

GRI 403-4

In 2021, because of the pandemic, participation and questions were channeled mainly through the Joint Hygiene and Safety Committees at each workplace. Worker representatives are members of these Committees and the Committees hold other events, such as integral talks that communicate information and provide training.

In VSL in particular, there is a procedure for worker participation and consultation that bears its name. For project workers, it consists of a “Suggestions and Complaints” channel, while for office and warehouse workers there is a “Suggestions and Complaints Book,” in which they can freely state their questions, suggestions or complaints about the health and safety of their workplaces. This information is analyzed monthly by the VSL Joint Hygiene and Safety Committee.

The responsibilities of Joint Hygiene and Safety Committees and their functions are set down in Executive Decree 54.

Meetings are held monthly. Nonetheless, committees also have the obligation to meet each time there is a serious or fatal accident at a workplace.

Decisions are made at meetings. Committees propose and discuss matters related to workplace safety and/or hygiene and they reach agreements on whether certain actions are needed.

Workers are represented on Joint Hygiene and Safety Committees. There are 3 employer representatives (who are appointed by the highest authority at the workplace) and 3 worker representatives chosen by workers in a transparent voting process.



## WORKER TRAINING

GRI 403-5

Our workers receive three main types of training in occupational health and safety. New workers undergo an induction and all workers attend courses defined with the Mutual Safety Association for the internal and external training program. Integral talks are given weekly onsite. Below is a description of some of these initiatives.

**A) DNA PLAN:** This a New Worker Accompaniment Plan that begins with an interactive Induction Talk during which a safety video is shown, prepared especially by the company's managers. Pauses are taken during that showing during which the facilitator interacts with employees to enrich this initial training, followed by a practical training circuit. Workers are then accompanied to the site by their direct superior and the risk prevention head. Workers are evaluated by their direct superior after one month and receive certification that they have the basic experience needed to work in a project of Echeverria Izquierdo.

**B) TRAINING PROGRAM:** A training program is established for each workplace that defines the courses that will be imparted during project execution and the timeframe of those courses. This program is implemented according to the protocols of the Ministry of Health (MINSAL), and it addresses muscular-skeletal disorders, UV radiation, handling extinguishers, active pause exercises, working at a physical height and work at a geographic height, when relevant.

**C) INTEGRAL TALKS:** These talks are held weekly (and in some projects twice a week) to train all site employees in practical matters related to the project, the business or the company. These talks discuss, for example, safe work procedures, specific safety measures for certain project areas or operations, the implementation of preventive measures in places like site installations. Also discussed are incidents, accidents, the action plans to avoid any recurrence, and information relevant to the safety of, or important to, all workers.



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## PROMOTION OF **WORKER HEALTH**

GRI 403-6

The following health promotion programs were implemented in 2021:



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### PREVENTIVE

Detect and prevent illnesses early, such as diabetes, hypertension, prostate cancer and risk factors like obesity and high cholesterol.



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### OPHTHALMOLOGICAL

Workers and their spouses can undergo an eye exam in the workplace in order to diagnose and treat potential eye illnesses and correct them with glasses.



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### DENTAL

For the care of the oral health and hygiene of our workers, their spouses or partners. Dental care is provided directly in the workplace (project/sites) in a mobile dental clinic operated by a dentist and dental assistant.



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### DENTAL PROSTHETICS

We want to give workers and their spouses or partners a new smile, so we refer them to the dental centers with which we have agreements throughout Chile.



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### FLU VACCINATION

This is an annual benefit for all workers to prevent this seasonal illness.



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### EXERCISE

We have agreements with different gymnasiums where workers can go to practice sports and exercise.

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## PREVENTION AND MITIGATION OF HEALTH AND SAFETY IMPACTS

GRI 403-7

Contractors and subcontractors involved in each of our projects are considered to be strategic occupational health and safety partners. So, they play a fundamental role in the development of a safety culture in the company. They are asked to adopt the basic OHS requirements, such as a Hazard and Risk Identification Matrix, Safe Work Procedures, Examinations for Working at a Height, Certified Machinery, a Site Supervisor, and certified personal protective equipment for all workers.

## PERFORMANCE INDICATORS

### COVERAGE GRI 403-8

All of the company's workers are covered by the health and safety management system.

### ACCIDENT RATE GRI 403-9

NAME	2017	2018	2019	2020	2021
EI MONTAJES INDUSTRIALES	0.25	0.16	0.07	0.41	0.42
NEXXO	0.43	0.33	0.20	0.15	0.25
EI EDIFICACIONES	1.15	1.01	1.33	1.42	2.18
EI CONSTRUCCIONES	0.00	0.94	1.13	1.99	0.53
EI INGENIERIA Y CONSTRUCCIÓN	2.82	0.00	1.45	0.00	1.85
PILOTEST TERRATEST CHILE	2.39	2.81	2.09	0.43	1.08
VSL	0.61	2.08	2.36	2.61	0.00
CONSOLIDATED	0.74	0.54	0.59	0.53	0.55

### LOST-TIME INJURY FREQUENCY RATE

(Lost-time injury frequency rate (LTIFR)) = (Number of lost-time injuries) / (Total hours worked in the fiscal year) x 1,000,000.

NAME	2017	2018	2019	2020	2021
EI MONTAJES INDUSTRIALES	0.97	0.63	0.26	1.62	1.68
NEXXO	1.72	1.29	0.81	0.60	1.00
EI EDIFICACIONES	4.56	4.02	5.30	5.63	8.67
EI CONSTRUCCIONES	0.00	3.71	4.47	7.90	2.09
EI INGENIERIA Y CONSTRUCCIÓN	11.19	0.00	5.74	0.00	7.33
PILOTEST TERRATEST CHILE	9.49	11.17	8.29	1.70	4.28
VSL	2.44	8.27	9.38	10.36	0.00
CONSOLIDATED	2.95	2.14	2.33	2.12	2.20

CONTRACTORS' LTIFR	2017	2018	2019	2020	2021
EI EDIFICACIONES		7.40	6.49	4.96	4.24

VSL 's Occupational Health and Safety Performance was excellent. In 2021, it had **Zero Accidents and Zero Occupational Illnesses**. This positions VSL Chile as a benchmark in OHS. Its work was recognized by Jaime Bravo, QHSE Officer of VSL Spain and the QHSE Coordinator of VSL Spain, Portugal, Mexico, Argentina and Chile, during his recent visit to the country. He visited the Gertrudis Callao, Principe de Gales and Plaza Franklin projects and the VSL Chile warehouse.

The reason for the visit by VSL International was to confirm in the field how talks and the daily Safe Work Analyses (AST) were being executed, to talk about "Precursors," and to observe in person how workers behaved in the workplace.

### OCCUPATIONAL ILLNESS FREQUENCY RATE **GRI 403-10**

(Occupational Illness Frequency Rate (OIFR)) = (Number of cases in the fiscal year) / Total number of hours worked in the fiscal year) x 1,000,000.

NAME	2017	2018	2019	2020	2021
EI MONTAJES INDUSTRIALES	3.48	0.73	0.00	0.39	0.37
NEXXO	0.00	0.00	0.00	0.00	0.20
EI EDIFICACIONES	0.00	0.00	0.71	0.00	0.51
EI CONSTRUCCIONES	0.00	0.00	0.00	0.00	0.00
EI INGENIERIA Y CONSTRUCCIÓN	0.00	0.00	0.00	0.00	0.00
PILOTEST TERRATEST CHILE	0.00	1.24	0.00	0.00	0.00
VSL	4.87	3.31	1.34	2.59	0.00
CONSOLIDATED	1.28	0.50	0.16	0.32	0.32





# HUMAN CAPITAL

## DIVERSITY AND INCLUSION

Echeverría Izquierdo defined its values in 2020 with the participation of workers from all levels. It gathered information on their past and history, and complemented that with their future, gathered from their purpose.

This information was used to define 5 fundamental values. One of those values consists precisely of collaboration and diversity, expressed as “We work collaboratively and integrate different viewpoints.” In this respect, diversity takes on a fundamental significance in our work. We are aware that diversity is not just a duty; it also adds value. We know that we must open ourselves up to different ways of thinking in order to innovate, we must dare to disagree, to debate and then reach a consensus.

From that perspective, the gender focus is one of the aspects that we initially believed could contribute significantly to diversity and incorporate individuals of different nationalities and different education. We should not consider hiring only civil engineers for positions that they have traditionally held.

As part of the measures to foster diversity and inclusion in the company, the Welfare Area received training in 2021 on the Inclusion Law to expand that understanding to all business units of the group. However, several of these activities were impacted by the pandemic, such as Spanish lessons for Haitian workers and the prisoner reentry program.

Some of the policies and guidelines that have been set down to prevent discrimination, contained in our Code of Ethics, are: No sexual or non-sexual harassment, zero tolerance of discrimination, training of employees in non-discrimination, incident scaling, and disciplinary actions in the event of violations.

### HARRASMENT AND DISCRIMINATION INCIDENTS

#### GRI 406-1

In the last year, there were two confirmed incidents of harassment and discrimination and one that is still under investigation (they were not the main reason for the complaint but were found during the investigation).

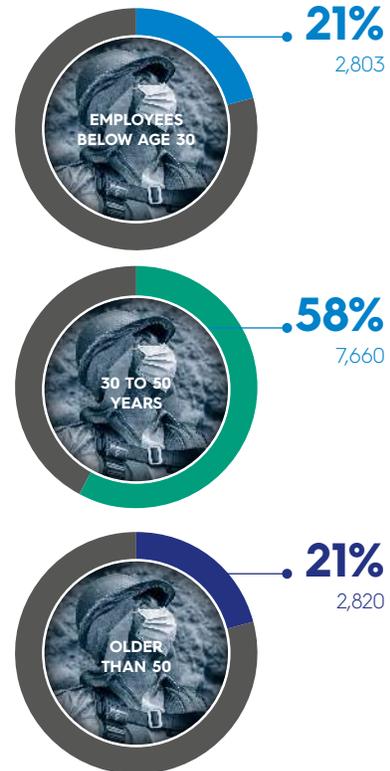
FEMALE EMPLOYEES  
BY TYPE OF JOB  
GRI 405-1

	2020	2021	PROPOSED GOAL %	GOAL YEAR
TOTAL % OF WOMEN IN MANAGERIAL POSITIONS	16%	20%		
% OF WOMEN IN SENIOR MANAGEMENT POSITIONS (one or two levels below the CEO)	17%	19%		
% OF WOMEN IN JUNIOR MANAGEMENT POSITIONS	21%	20%		
% OF WOMEN IN MANAGERIAL POSITIONS IN INCOME-PRODUCING AREAS (i.e., excluding areas like HR or Legal)	12%	8%		
% TOTAL OF FEMALE EMPLOYEES	6%	6%	7%	2023

NATIONALITY  
2021

	% OF TOTAL EMPLOYEES	% TOTAL IN MANAGERIAL POSITIONS
CHILEAN	96.3%	95.7%
VENEZUELAN	1%	0.7%
PERUVIAN	0.9%	
HAITIAN	0.7%	
BOLIVIAN	0.4%	
COLOMBIAN	0.4%	
ARGENTINE	0.1%	2.1%
URUGUAYAN	0.02%	0.7%
BRAZILIAN	0.01%	0.7%

AGE



NUMBER OF  
DISABLED EMPLOYEES

→ 53

## LABOR RELATIONS

The company understands that labor relations are a strategic factor that is vitally important to the company and to our customers. So, the main efforts are centered on guaranteeing that all work is performed in a serene, respectful, safe, and above all, credible environment.

This is accomplished by respect for existing labor laws, recognition of the right of employees to organize in unions, by maintaining direct, fluid and mutually cooperative relationships, and by supporting the work by union leaders so that they are true spokespeople of the needs of the workers they represent.

\* There were no strikes in 2021 that affected EISA.



## WORK CLIMATE

Like in 2020, the focus of HR management in 2021 was marked by the handling of the pandemic. Nonetheless, performance management was deepened in 2021, the first corporate competence evaluation was made as a company, and the first talent committees were set up to, first, identify organization capacities, and second, to strengthen the development of talent in the company. Major efforts were made to define salary structures and incentive systems in the different companies of the group for 2022, focused on maintaining an internal equity within the group and external competitiveness. Socially, workers vulnerable because of Covid-19 continued to be actively supported and internal processes and support systems of the Welfare Area were improved. As a result, there is now a social case and orientation monitoring system that shows the main concerns and needs of workers, which then orients our support in that direction.

Discussions were held with employees and leaders during which climate matters were raised and different actions were taken to support certain topics that were becoming weaker because of the pandemic and hybrid work.

The main challenge in 2022 will be to take a climate measurement of the entire staff in each of the business units in the EI Group. That measurement will be taken in the first quarter of the year, and then action plans will be proposed in the second quarter of 2022.



Considering the evolution of the health crisis, the relationship with the company's employees has been hugely impacted because the way of working, communicating and reporting has considerably changed. We feel that the hybrid work method (in-person and telecommuting shifts) has been a good thing because teams can see each other in the office and also manage their own times when telecommuting.

Some of the measures that have been adopted in this respect are work shifts where there are weeks where people must go to the office and others when they can telecommute.

In 2022, we intend to use this method again because it better reconciles personal life with working life.

### BENEFITS GRI 401-2 / 3

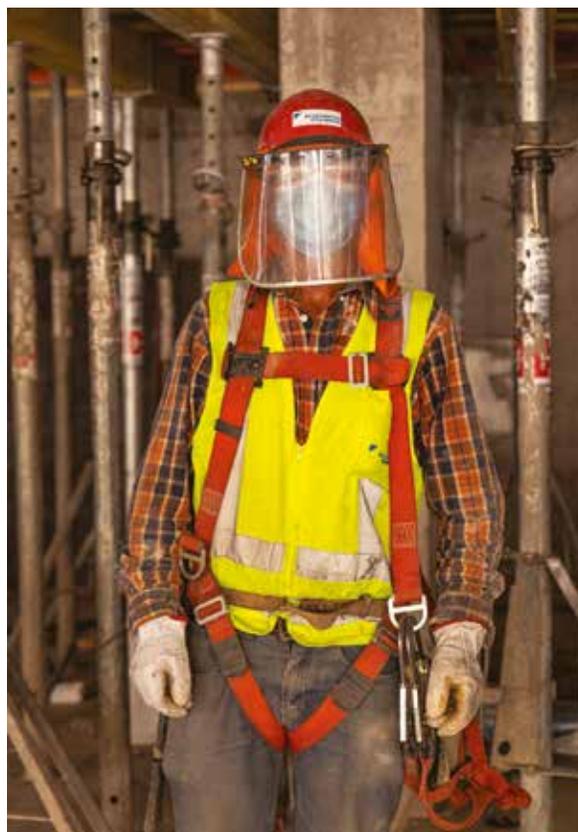
TYPE OF BENEFIT	INDICATE WHETHER THEY ARE PROVIDED TO FULL-TIME EMPLOYEES
LIFE INSURANCE	5%
HEALTH INSURANCE	18%
PERMANENT AND TEMPORARY DISABILITY COVERAGE	5%
RETIREMENT BENEFITS	NO
EMPLOYEE STOCK OPTION PLANS	ONLY ON THE STOCK EXCHANGE (THIS APPLIES TO ANYONE, WHETHER OR NOT WORKING FOR EISA)

	EMPLOYEES ENTITLED TO PARENTAL LEAVE	EMPLOYEES WHO TOOK PARENTAL LEAVE	EMPLOYEES WHO RETURNED TO WORK
MEN	267	1	1
WOMEN	26	26	25

## ATTRACTING TALENT

We have implanted a **professional internship program** to attract new talent. This program aims to incorporate highly qualified students to do their professional internship or degree thesis with us in order to give them the technical tools and skills that will help strengthen their professional profile. They can undertake any type of project during their internship, always provided it bears a strict relationship to their major, requires an engineering solution, its impact on the organization can be measured, and the project is implemented from the design phase through completion.

The specialties most needed are helpers, welders, operators, M1, M2 and MM. The main challenge that we see is the job market achieving a balance between supply and demand, demand currently being greater than supply. Other challenges are an equilibrium in real salary as salaries are constantly on the rise; more training and the conversion of skilled employees to people certified in a specialty. Lastly, there is a new immigration and labor law that is favorable to the formal market.



### HIRING IN THE LAST 4 YEARS GRI 401-1

HIREES	2019	2020	2021
MEN	6,361	6,361	6,361
WOMEN	355	355	355
UNDER AGE 30	930	930	930
30 TO 50 YEARS	4,157	4,157	4,157
ABOVE AGE 50	1,629	1,629	1,629
EXECUTIVES	14	18	21
NON-EXECUTIVES	6,702	7,515	8,024
CHILEANS	6,242	7,231	7,669
FOREIGNERS	474	302	376
<b>TOTAL</b>	<b>6,716</b>	<b>7,533</b>	<b>8,045</b>

## TURNOVER IN EISA IN 2021 GRI 401-1

TOTAL TURNOVER	2019	2020	2021
MEN	16.8%	12.8%	11.1%
WOMEN	9%	8.9%	8.4%
UNDER AGE 30	26.1%	18.4%	15.7%
30 TO 50 YEARS	15.9%	12.2%	10.4%
ABOVE AGE 50	12.4%	10.6%	8.4%
EXECUTIVES	1.6%	1.1%	1.9%
NON-EXECUTIVES	16.3%	12.7%	11%
CHILEANS	16.1%	12.4%	10.7%
FOREIGNERS	16.3%	14.7%	18.3%
<b>TOTAL TURNOVER IN EISA</b>	<b>16.1%</b>	<b>12.5%</b>	<b>10.9%</b>

RESIGNATIONS	2019	2020	2021
MEN	2.1%	1.7%	10%
WOMEN	1.5%	1.4%	9%
UNDER AGE 30	3.6%	2.6%	17%
30 TO 50 YEARS	2.2%	1.7%	9%
ABOVE AGE 50	1.3%	1%	7%
EXECUTIVES	0.5%	0.5%	0%
NON-EXECUTIVES	2.1%	1.7%	10%
CHILEANS	2%	1.6%	10%
FOREIGNERS	2.9%	2.3%	6%
<b>TOTAL RESIGNATIONS FROM EISA</b>	<b>2.1%</b>	<b>1.6%</b>	<b>10%</b>

## DEVELOPING TALENT

The model for employee training management is contained in the **Corporate Training Procedure** that indicates the purposes, scope, responsibilities and functionalities of the area. All work is centralized and managed in each of the business units.

The Training Area defines training activities in four different categories, namely:

- **BEHAVIORAL:** courses are designed for the personal development and behavioral development of employees in their job.
- **LEGAL:** courses aim to create behavior that encourages employees to be transparent and honest in their work.

- **TECHNICAL:** courses are directed toward the specific technical need of the position and are indispensable to the employee's development in their job.

Advancements in the training imparted in 2021 consisted of operating under a centralized corporate logic where common processes were created and a record of historic and present data. This has enabled us to control management more effectively and adopt decisions based on updated indicators. We were also able to digitalize management and create activity records to be better prepared to provide quick, timely responses in defined socialized processes.

OUTSTANDING TRAINING AND EMPLOYEE ACCOMPANIMENT INITIATIVES **GRI 404-2**

The main corporate initiatives that intersect with the strategic planning defined for 2021-2024 are:

<p style="text-align: center;"><b>FEEDBACK PLAN</b></p> <p>This training was imparted to all employees in the organization and was segmented into two types – 79 leaders and 2099 employees. The purpose was to give teams the tools to have discussions that will both facilitate change and move the performance of our employees toward their best version.</p>	<p style="text-align: center;"><b>INTRAPRENEUR TRAINING PROGRAM</b></p> <p>This training was given in collaboration with the innovation team and had 3 grand objectives: 1. Emphasize and deepen the idea and design stages (and their respective tools) as a base for the innovation method; 2. Work on change management to leverage progress in the innovation portfolio and meet the associated goals; 3. Prioritize collaborative work among peers and learn by doing through close examples that have taken place in the companies in the group.</p>	<p style="text-align: center;"><b>POWER BI</b></p> <p>As a third initiative, a series of training sessions was planned, coordinated during 2021 using Power BI. The purpose was to technically equip the highest number of employees whose role involved data management and control. Ultimately, a digital capsule was implemented on the Crime Prevention Model, which aimed to disclose the diverse controls of the processes and activities that are exposed to the risk of the crimes in Law 20,393.</p>
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TRAINING PER EMPLOYEE (FTES) IN 2021, BY GENDER, AGE, LEVEL AND/OR NATIONALITY **GRI 404-1**

2021	MEN	WOMEN	UNDER AGE 30	30 - 50 YEARS	ABOVE AGE 50	TOTAL
TOTAL NUMBER OF TRAINING HOURS	167,371	20,769	42,441	109,293	36,406	188,140
TOTAL PARTICIPANTS	4,470	556	898	3,085	1,030	5,013

2021	EXECUTIVES	NON-EXECUTIVES	CHILEANS	FOREIGNERS	TOTAL
TOTAL NUMBER OF TRAINING HOURS	2,585	173,824	180,315	7,578	188,140
TOTAL PARTICIPANTS	128	3,856	4,681	332	5,013

## INVESTMENT IN TRAINING IN 2021

2021	MEN	WOMEN	UNDER AGE 30	30 - 50 YEARS	ABOVE AGE 50	TOTAL
INVESTMENT IN TRAINING IN CLP\$	\$309,542,306	\$54,446,907	\$78,585,978	\$224,693,902	\$60,709,333	\$363,989,213

2021	EXECUTIVES	NON-EXECUTIVES	CHILEANS	FOREIGNERS	TOTAL
INVESTMENT IN TRAINING IN CLP\$	\$11,404,955	\$315,530,671	\$344,535,850	\$19,453,363	\$363,989,213

## PAY GAP

The Company's initiative to close the pay gap now existing between men and women in the last two years has consisted of building a compensation structure by which we can objectively measure the gap by position, by level and by gender. In 6 of the 8 business units (considering the shared services areas to be one unit), the compensation area currently recommends salary raises after an analysis that uses the variables of internal equity and external competitiveness.



### AVERAGE SALARY GRI 405-2

2021	AVERAGE WOMEN'S SALARY	AVERAGE MEN'S SALARY
EXECUTIVE LEVEL (base salary only)	7,239,692	11,338,007
EXECUTIVE LEVEL (base salary and other incentives)	9,096,293	15,751,208
MANAGERIAL LEVEL (base salary only)	4,110,443	6,282,133
MANAGERIAL LEVEL (base salary and other incentives)	4,303,778	7,093,697
NON-MANAGERIAL LEVEL	1,308,811	1,464,879

### SALARY GAP ACCORDING TO DEFINITIONS OF THE FINANCIAL MARKET COMMISSION

SALARY GAP IN THE CALCULATION OF THE MEAN		
LEVEL	2020	2021
MANAGERS AND EXECUTIVES	63%	65%
SITE EMPLOYEES	83%	84%
PROFESSIONALS	71%	64%
TECHNICIANS	48%	55%
GRAND TOTAL	100%	93%

SALARY GAP IN THE CALCULATION OF THE MEDIAN		
LEVEL	2020	2021
MANAGERS AND EXECUTIVES	63%	71%
SITE EMPLOYEES	73%	79%
PROFESSIONALS	69%	67%
TECHNICIANS	45%	51%
GRAND TOTAL	81%	87%

### LIVING WAGE

We are committed to our workers receiving a minimum wage of CLP\$500,000 per month.

GROUPS	% COVERED BY THE LIVING WAGE EVALUATION
OPERATIONS	Analysis of wage gaps expressed as the number of EI minimum wages (CLP\$500,000) versus the highest EI salary, and an analysis of the deciles of workers where we consider the workers' income to be the only household income and we use the national average of dependents. This method covers 100%.

### RATIO OF MINIMUM WAGE OF MEN AND WOMEN IN 2021 TO THE LEGAL MINIMUM WAGE GRI 405-2

2021	MEN	WOMEN
% MINIMUM WAGE PAID BY THE COMPANY VS. LEGAL MINIMUM WAGE.	145%	111%
% OF EISA OPERATIONS COVERED BY THE INDICATOR	100%	100%

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## GENDER EQUITY

During Construction Week in May 2021, Echeverría Izquierdo Edificaciones was awarded the recognition of “**Women Build**” in the category of Large Construction Company and Large Company in the Construction Business. This category recognized that the company was outstanding, compared to its peers, because of the number of trained women in projects, the number in the organization, the number of first-line female managers and female directors, and the function of women in the company.

This award emphasizes the following:

- Recognizing and making visible **female talent and contribution** in construction works.
- **Inspiring the presence of women** in the construction business, highlighting women with outstanding life stories both personally and professionally.
- Pushing for **an improvement in the levels of hiring, permanence, and career possibilities** of women in construction. It recognizes companies with the best gender indicators.
- Promoting and making visible good practices of **job inclusion** and development of the work of women in the construction business, and it rewards innovative initiatives in companies.





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# COMMUNITY

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## COMMUNITY ENGAGEMENT

GRI 413-1

Of note in our commitment to the sustainable development of our projects is the community management by Echeverría Izquierdo Montajes Industriales (EIMI) in the Mapa project located in the 8th Region of Biobío. It has contributed to the development of local providers of services and inputs in the following categories:

- **Lodging and meals**
- **Repair shops**
- **Transportation**
- **Covid testing laboratory**
- **Sanitization, pest and insect control**

The contribution to the entrepreneurship and development of local suppliers totaled CLP\$1,949,664,759.

In addition, we worked on the **EIMI Reactivate program**, an initiative developed in conjunction with the Technological School of Construction of the Chilean Chamber of Construction. The objective of this process was to certify job skills of workers and professionalize their trade, to obtain formal recognition and thus validate their job experience and career. In 2021, Montajes Industriales certified a total of 119 employees.

In addition to being committed to the job development of the community, EIMI also supplied meals to at-risk families in Laraquete and construction materials to the Youth Carpentry workshops in the same locality to encourage them to learn a trade and avoid drug abuse.

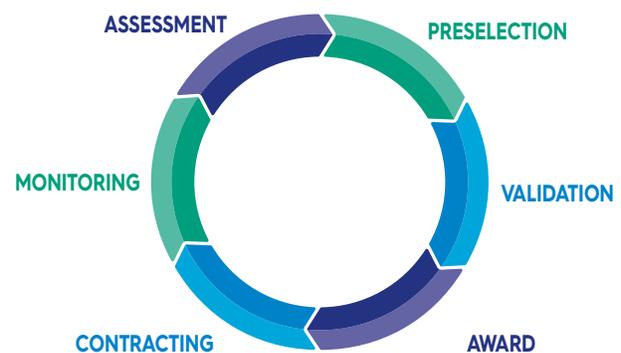
## SUPPLIERS

Echeverría Izquierdo promotes excellence in its supply chain, focused on knowing who we work with, identifying their risks and managing a mutually beneficial relationship. We want our suppliers to share our principles and values of sustainability, innovation, respect for human rights and compliance with labor and environmental laws.

We have developed a corporate supplier management strategy by which we have been able to accredit and consolidate the good practices of the group.

## MANAGEMENT MODEL

The EISA Group promotes high parameters of socioenvironmental work and good practices in our supply chain. We have a policies and procedures manual that sets down the general guidelines and we have procurement policies and supplier contracting procedures. The El Group has implemented a circular process that has criteria, through a regulatory framework, for the purpose of creating value and assuring the supply of goods and services in a fair, ethical and honest environment. The risks of entry, operation and exit are evaluated in each stage of the defined flow of the supply chain, with an emphasis on R + d + i, operating excellence and collaborative work.

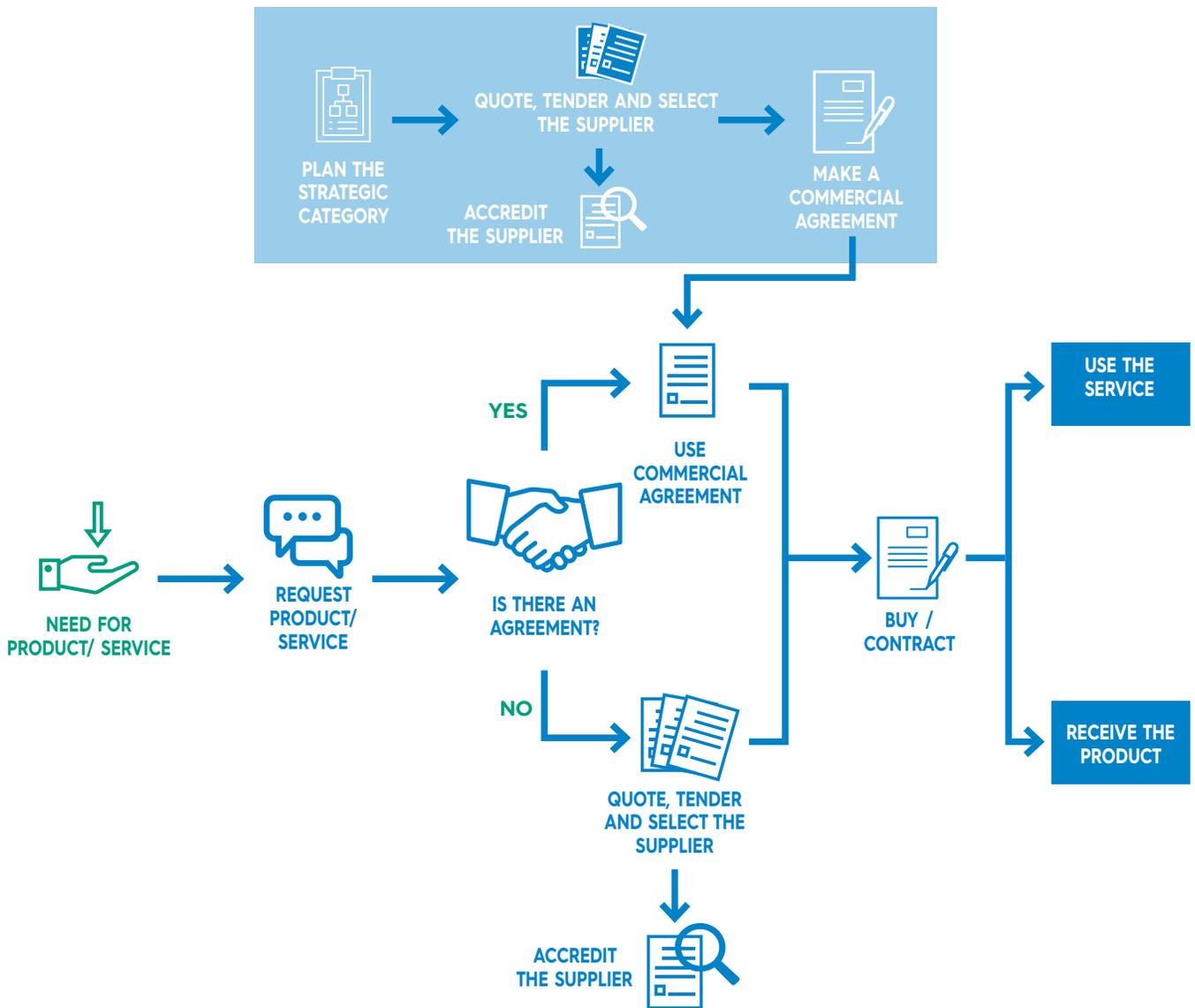


# SUPPLY CHAIN

GRI-102-9/10

The supply chain begins with a need for a product or a service in a project, management center or at the start of a project.

The main processes are the purchase and receiving of materials. To make the procurement process more efficient, strategic categories are analyzed and tenders are held to reach commercial agreements with suppliers.



## GENERAL INFORMATION ON SUPPLIERS

GRI 204-1

	2021
TOTAL NO. OF SUPPLIERS	4,287
CATEGORY / TYPE	MATERIALS, SERVICES AND SUBCONTRACTS
EXPENSE	MCL\$222,966

	2021
% of the procurement budget of locations with significant operations that use suppliers from the operation's locality (as a percentage of products and services purchased locally).	8.9%

We define "locality" as the city or geographic location where the work is executed.

We define "locations with significant operations" as zones in which there are projects that represent the most sales on a consolidated level.

**Critical suppliers** supply goods and services that are important to our operations because they supply high volumes, critical components or not easily replaceable goods or they represent a high percentage of our total procurement spending.

	2021
TOTAL NO. OF DIRECT SUPPLIERS	4,287
TOTAL NO. OF DIRECT CRITICAL SUPPLIERS	4
TOTAL NO. OF INDIRECT CRITICAL SUPPLIERS	2

## SUSTAINABILITY RISKS

GRI 308-1/ 2 , GRI 414-1/2

**Suppliers with a high risk of sustainability** are suppliers who are most likely to cause adverse impacts because they improperly handle social factors (such as human rights, working conditions), environmental factors (such as waste management) and governance factors (such as legal compliance).

	2021
DIRECT SUPPLIERS	31
CRITICAL INDIRECT SUPPLIERS	2
TOTAL NO. OF SUPPLIERS	33

## SUPPLY CHAIN **TRANSPARENCY AND REPORTING**

We use the following sustainability KPIs with which we expect to attain the following metrics:

KEY SUSTAINABILITY PERFORMANCE INDICATOR	GOAL
MONITOR THE CAPACITY OF OUR STRATEGIC SUPPLIERS TO PROVIDE SERVICES	Comply fully with our supplier contracting procedure, updated in 2020, that covers the entire group. <b>Target year: 2022</b>
GUARANTEE DIGNIFIED TREATMENT OF SUPPLIERS	Comply fully with our supplier contracting procedure, updated in 2020, that covers the entire group. <b>Target year: 2022</b>
DEVELOP SUPPLIERS IN STRATEGIC CATEGORIES THROUGH LONG-TERM AGREEMENTS	Reach agreements for at least one year with suppliers in strategic categories. <b>Target year: 2022</b>

## RESPONSIBLE SUPPLIER **MANAGEMENT**

The EISA group has put procedures into place to accredit suppliers and protocols on the due diligence of third parties that set down directives and guidelines that must be followed by the Company’s employees in relation to knowing suppliers and third parties in general before contracting or entering into a relationship with them. This is a control to prevent any of the crimes in Law 20,393 on the Criminal Liability of Legal Entities.

As part of the CPM, the company has drafted a Code of Supplier Ethical Conduct that has been included in the tenders led by the Corporate Division starting in 2021.



At a business unit level, full compliance with all governing laws is required and internal audits are made, led by each functional area. This helps identify economic, reputational, social and environmental risks:

AREA	MONITORING/MANAGEMENT
STANDARDS OF ENVIRONMENTAL CARE AND PROTECTION	Preservation, respect and protection of the environment is a commitment of the EI Group. Therefore, suppliers must commit actively and responsibly to making their best effort to protect the environment where they work and to comply with governing environmental laws.
FUNDAMENTAL RIGHTS (LABOR RIGHTS, FREEDOM OF ASSOCIATION)	When there is a commercial relationship or third parties are working in our buildings, the supplier is responsible for fulfilling employer obligations. Any misstep gives Echeverría Izquierdo the right to withhold payment until the situation is fixed. This is stipulated in contracts.
WORKING CONDITIONS (WORKING HOURS, REST TIME, SOCIAL SECURITY AND HEALTH INSURANCE)	Suppliers and subcontractors are required by contract to abide by all laws. We have the right to request certificates of employer compliance.
COMPENSATION	The payment of employee salaries by subcontractors is controlled by a review of the salary slips of their employees. This documentation must be presented together with the monthly payment statements.
OCCUPATIONAL HEALTH AND SAFETY	Our suppliers and subcontractors are considered to be strategic partners in OHSEM and they are therefore required to align to our standards. Compliance with accident and occupational illness prevention measures is controlled in our workplaces by making them participants in the associated activities and giving them the same safety conditions that are provided to the company's direct employees.
CORPORATE ETHICS (CORRUPTION RISKS, ETHICAL STANDARDS, ANTITRUST PRACTICES)	Conflicts of interest are checked when a commercial relationship is created with a supplier to minimize corruption risks. Suppliers are forbidden to offer, promise and/or give gifts and services to employees of the EI Group. Non-disclosure clauses are included in supplier contracts and there is an exchange of information. Suppliers are required to respect the standards of free competition and are forbidden to engage in antitrust conduct.
RESPONSIBLE PROCUREMENT BY SUPPLIERS	All products and services delivered by suppliers must meet the quality and safety requirements and standards in governing law. When doing business with the EI Group, they must also meet the required quality standards.

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## OUTSTANDING PROGRESS AND INITIATIVES

In 2021, the Procurement Area provided more support and ensured better communication with suppliers. It also continued with its efforts to search for strategic suppliers.

Our business units have engaged in several initiatives to try to stabilize and subsequently optimize production processes to reduce execution times, risk exposure and increase the quality of the product and of the philosophy of continuing improvement.

Our business units continued with their initiatives to provide favorable conditions to SMEs, such as:

- MONITORING PLAN AND INDICATORS TO ANALYZE INVOICING AND PAYMENT PERIODS**
- AUTOMATIC RECONCILIATION OF INVOICES TO ENSURE AN EXPEDITIOUS FLOW TO RELEASE PAYMENT**
- ENCOURAGING CONFIRMING AGREEMENTS AT PREFERENTIAL RATES FOR OUR PREMIUM SME SUPPLIERS**

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## ACCOMPANYING SUPPLIERS

The Group promotes developing our suppliers and we make an effort to extend our good sustainability practices to them. This entails several challenges, such as:

- MONITORING THE ABILITY OF OUR STRATEGIC AND CRITICAL SUPPLIERS TO PROVIDE SERVICES**
- ENSURING DIGNIFIED TREATMENT OF ALL SUPPLIERS**
- FOSTERING THE CONTRACTING OF LOCAL SUPPLIERS AND LABOR**
- DEVELOPING SUPPLIERS UNDER LONG-TERM AGREEMENTS**

## WE ARE PRO-SME

One of the policies and commitments regarding payment to Echeverría Izquierdo suppliers is a period of 30 days for both SMEs and suppliers in general.

We have internal controls and external measurement indicators, such as weekly reports to the Finance Divisions (cash flows) and turnover and time-owed indicators for accounts payable of each business unit and on a corporate level, published quarterly.

We use a tool that we call the “braid” that facilitates incorporating and declaring invoices. This tool matches a purchase order to the invoice issued by the supplier.

## BEST PAYER RECOGNITION

For the second consecutive year, Echeverría Izquierdo was the **best payer in the construction sector and one of the best in the entire industry**, according to a study prepared by the Chilean Product Exchange and the Chile Entrepreneurs Association (ASECH). The study discusses invoice payment to SMEs and reports on the ongoing effort of the company to improve the periods of payment to our suppliers.

Mayor puntaje indica mejor pago a proveedores (menor tiempo)

	Nota En puntos	vs.	Promedio sector	Nota En puntos
Codeico	<b>91,3</b>	vs.	Minería	<b>77,9</b>
Salmones Maullín Limitada	<b>87,5</b>	vs.	Salmonero	<b>74,3</b>
Siderológica Hunchipato	<b>87,1</b>	vs.	Industrial	<b>63,3</b>
Agrícola Super	<b>86</b>	vs.	Alimentos	<b>75,8</b>
Echeverría Izquierdo Edil	<b>83,7</b>	vs.	Construcción	<b>61</b>
Empresas Lípiqas	<b>81</b>	vs.	Energía	<b>71,4</b>

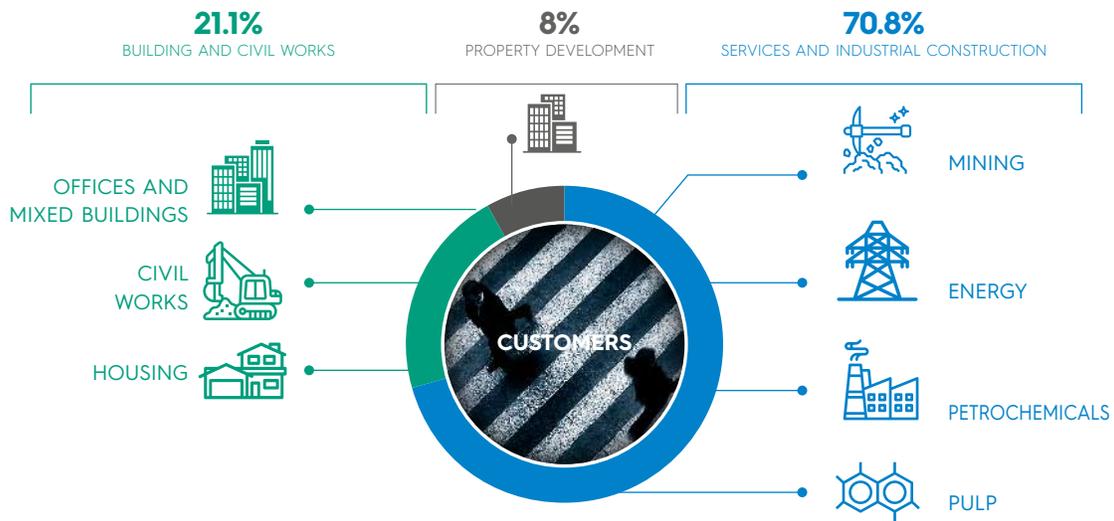
EL MERCURIO: NUEVAMENTE ECHEVERRÍA IZQUIERDO ES DESTACADO COMO EL MEJOR EN RANKING DE MEJORES PAGADORES A PROVEEDORES DE LA CONSTRUCCIÓN.

# CUSTOMERS

GRI 102-43; GRI 102-44

After more than 44 years in business, we have acquired prestige and the preference of our customers. We are known for our seriousness and commitment in the way we take on our projects, thanks to the effort and dedication of a great team of people.

Our efforts aim to offer engineering and construction services of excellence to provide integral and innovative solutions that add value to our customers' projects and make us their best partner.



(\*) Considers Proportional Income

ISO 9.001/2015



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## CUSTOMER EXPERIENCE

A major progress in the relationship with our customers began to materialize in Soluciones Habitacionales (SSHH) in the second half of 2021.

To deepen our understanding of customers and their degree of satisfaction, a property customer perception evaluation (EPECI) was implemented by TGA.

In addition to the quantitative measurement tools, the decision was made to include qualitative studies of customers to inquire about specific attributes. Initially, the sales process was addressed, focused specifically on understanding their needs.

Another great milestone was reached of creating the customer experience area in SSHH to bring the customer's voice to the different areas of the Company and promote initiatives to improve their experience.

After an exhaustive survey with the SSHH areas, added to the information on the customers that we had available, we created the Echeverría Izquierdo SSHH Customer Trip, emphasizing negative experiences and the main moments of truth/pain.



SSHH used the following tools and studies to identify the needs of customers and manage our relationship with them.

<p style="text-align: center;"><b>RELATIONSHIP SURVEY</b></p> <p>This was a survey taken 6 months after the property was received. And the purpose was to evaluate the brand perception after the customer finished the trip.</p>	<p style="text-align: center;"><b>TRANSACTIONAL SURVEYS</b></p> <p>These surveys are taken after the customer engages in a certain interaction with Echeverría Izquierdo.</p>	<p style="text-align: center;"><b>QUALITATIVE STUDIES</b></p> <p>According to the problems identified in the aforesaid surveys, studies were made focused on inquiring about the negative experiences to identify points for improvement.</p>	<p style="text-align: center;"><b>INVESTIGATIVE STUDIES OF NEEDS</b></p> <p>Additional to the surveys, studies were made to understand the housing needs of our potential customers. These studies were made for the Nueva Central and Play projects in order to gain an in-depth knowledge of the customer's profile for the project zone and the needs, lifestyles, demand for space, etc.</p>
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	% SURVEY COVERAGE	% SATISFACTION RESULTS IN 2021	2021 GOAL
Montajes	100%	100%	85%
EIE	100%	85%	N/A
Nexxo	70%	87%	75%
Pilotes Terratest	95%	83%	80%
VSL	20%	88%	85%
El Inmobiliaria	44%	80%	N/A



# GOVERNANCE

## STRUCTURE OF THE BOARD OF DIRECTORS

S&P INDEPENDENCE REQUIREMENTS	FERNANDO ECHEVERRÍA VIAL	ALVARO IZQUIERDO WACHOLTZ	BERNARDO ECHEVERRÍA VIAL	DARÍO BARROS RAMÍREZ	ANDREA REPETTO LISBOA	FRANCISCO GUTIÉRREZ PHILIPPI	MARCELO AWAD AWAD
1. The director must not have been an executive employee of the company in the last 5 years.	YES	YES	YES	YES	YES	YES	YES
2. The director must not accept or allow a family member to accept payments from the company or any parent or subsidiary of the company that exceeds US\$60,000 during the present fiscal year or any of the last three fiscal years.	NO	YES	NO	NO	YES	YES	YES
3. Directors must not be a member of the family of an individual who is or was during the last 3 years an executive employee of the company or any parent or subsidiary of the company.	NO	YES	NO	NO	YES	YES	YES
<b>S&amp;P requirements (at least 2 of 3)</b>	NO	YES	NO	NO	YES	YES	YES

4. Directors must not be (and must not be affiliated to a company that is) an advisor or consultant to the company or a member of the senior management of the company.	YES	YES	YES	YES	YES	NO	YES
5. Directors must not be affiliated to a material customer or supplier of the company.	YES						
6. Directors must not have any personal service contract with the company or a member of the company's senior management.	YES	YES	YES	YES	YES	YES	NO
7. Directors must not be affiliated to a non-profit entity that receives significant contributions from the company.	YES						
8. Directors must not have been a partner or employee of the Company's external auditor in the last three years.	YES						
9. Directors must not have any other conflict of interests, as determined by the board, that means that they cannot be considered independent.	YES						
<b>REQUISITOS DE S&amp;P (al menos 2 de 6)</b>	YES						

\* 4 of 7 members of the Board meet all of the S&P requirements.

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## BOARD ATTENDANCE

Attendance was 99.3% in 2021. According to the Code of Conduct, Directors of Echeverría Izquierdo must attend a minimum of 10 board meetings a year, whether regular or special.



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## TERM ON THE BOARD OF DIRECTORS

The average term on the Board of Directors is 8.2 years.

Using December 2021 as the benchmark, the term of our members is as follows:

- Fernando Echeverría Vial  
Álvaro Izquierdo Wacholtz,  
Bernardo Echeverría Vial  
Darío Barrios Ramírez **9.3 YEARS** (August 2012, when Echeverría Izquierdo became a listed company)
- Francisco Gutiérrez Philippi  
Marcelo Awad **8.7 YEARS** (Appointed in April 2013)
- Andrea Repetto Lisboa **2.7 YEARS** (Appointed in April 2019)

## INDUSTRY EXPERIENCE OF BOARD MEMBERS

Our Board of Directors has vast experience in the industry. 7 Directors in particular have industry-related experience in Echeverría Izquierdo.

### FERNANDO ECHEVERRÍA VIAL

44 years of experience in the sector. Civil engineering degree from the Pontifical Catholic University of Chile (1978), Diploma in Business Administration from the University of Chile (1983) and a Diploma from the Stanford Executive Program, Stanford University (2001). Some relevant positions he has held are:

- Chairman of the Chilean Chamber of Construction (2002-2004) and of the Construction Educational Association
- Director of AFP Habitat, Cruzados S A D.P. and Invesco S.A., in addition to being a Director of the Superior Council of Albert Hurtado University, of a Roof for Chile, of ICARE and of the Chilean Chamber of Construction, and Vice-Chairman of the Los Andes Equalization Fund.
- Intendant of the Metropolitan Region of Santiago (from March 2010 to July 2011). Founding partner and currently chairman of the Board of Echeverría Izquierdo S.A.

### ÁLVARO IZQUIERDO WACHOLTZ

Civil engineering degree from the Pontifical Catholic University of Chile (1978). 44 years of experience in Echeverría Izquierdo since it was founded, as manager, chairman and director of the Company. He was also director and chairman of Iconstruye, a company related to the Chilean Chamber of Construction, engaged in e-business for around the past 10 years. Some of the important positions he has held are:

- Chairman of ICONSTRUYE S.A.
- Director of all of the subsidiaries of Echeverría Izquierdo S.A. Chairman of the Board of Directors of Echeverría Izquierdo Ingeniería y Construcción S.A. and in the past, Chairman of Echeverría Izquierdo S.A., from March 2010 to August 2011.
- Founding partner and currently a director in Echeverría Izquierdo S.A.

### BERNARDO ALBERTO ECHEVERRÍA VIAL

Architectural degree from the University of Chile (1990) and a Diploma in Business Administration from the School of Economic and Administrative Sciences of the University of Chile (1995). More than 38 years of experience in the construction industry. Some important positions have been:

- Chairman of the Private Sector Housing and Real Estate Investment Committee, Chairman of the Urban Planning Commission of the CChC and President of the Institute of Construction.
- Director of the National Commission for Job Skills Certification and director of the CChC Mutual Safety Association.
- From 1996 to 2012, Director General of Echeverría Izquierdo Inmobiliaria e Inversiones S.A.

### FRANCISCO GUTIÉRREZ PHILIPPI

Civil engineering degree from the Pontifical Catholic University of Chile (1982), MBA from IESE of University of Navarra (1988). More than 20 years of experience in the construction and real estate sectors.

- Former Director of Salfacorp S.A., from 2000 to 2012.
- Member of the Boards of Directors of SM SAAM S.A., FORUS S.A., South Andes Capital SpA and Desarrollo Inmobiliario Cerro Apoquindo Limitada (a property company).

### MARCELO AWAD AWAD

Civil engineering degree from the Technical University of the State (University of Santiago).

- Executive President of Antofagasta Minerals (2004-2012).

### ANDREA REPETTO LISBOA

Ph.D. in Economics from MIT, Master in Economics from the Pontifical Catholic University of Chile and a civil engineering degree from that same University.

- She is currently a research professor and director of the Master in Economics and Public Policy Program at the School of Governance of Adolfo Ibañez University.

### DARÍO BARROS RAMÍREZ

Civil engineering degree from the Pontifical Catholic University of Chile. More than 20 years of experience in the construction sector.

- Former Chairman of Echeverría Izquierdo Montajes Industriales S.A.

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## CEO COMPENSATION - ALIGNMENT TO LONG-TERM PERFORMANCE

Echeverría Izquierdo and its subsidiaries have economic incentive plans for all their managers and professionals. These incentives are associated with performance and results. They are determined according to management indicators and fulfillment of individually defined goals. In addition, a program has been implemented to purchase stock in EISA as part of a compensation plan for certain executives. 3 years is the longest performance period used to evaluate the variable compensation in our executive compensation plan. There are no rules on reimbursement and the longest period for the CEO's variable compensation is 3 years.



## COMPENSATION OF THE BOARD OF DIRECTORS AND MANAGEMENT

GRI 102-35

### BOARD COMPENSATION

Pursuant to Companies Law 18,046, the Company's Regular Shareholders Meeting must decide annually on the Board's compensation. The Regular Shareholders Meeting held April 30, 2021 resolved that the Board

of Directors receive a meeting attendance fee until the Regular Shareholders Meeting in 2022. A monthly attendance fee of 100 Unidades de Fomento was set as the only remuneration for attending board meetings.

NAME		POSITION	ATTENDANCE FEES (KCLP\$)		FEES (KCLP\$)		DIRECTORS COMMITTEE (KCLP\$)		TOTAL (KCLP\$)	
			12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020	12/31/2021	12/31/2020
Fernando Echeverría Vial	1-2-3-4	Chairman	121,903	85,314	-	-	-	-	121,903	85,314
Álvaro Izquierdo Wachholtz	1-4	Director	68,122	55,125	-	-	-	-	68,122	55,125
Darío Barros Ramírez	1-4-5	Director	86,049	66,078	-	20,603	-	-	86,049	86,681
Bernardo Echeverría Vial	1-2-3-4	Director	103,976	78,098	-	15,799	-	-	103,976	93,897
Francisco Gutiérrez Philippi	1-6	Director	35,854	38,720	-	-	12,549	12,057	48,403	50,777
Andrea Isabel Repetto Lisboa	1	Independent Director	33,854	34,450	-	-	12,549	12,057	48,403	46,507
Marcelo Awad Awad	1	Director	33,854	34,450	-	4,270	12,549	12,057	48,403	50,777
<b>TOTAL</b>			<b>487,612</b>	<b>392,235</b>	<b>-</b>	<b>40,672</b>	<b>37,647</b>	<b>37,171</b>	<b>525,259</b>	<b>469,078</b>

1) Echeverría Izquierdo S.A.

2) Echeverría Izquierdo Inmobiliaria e Inversiones S.A.

3) Echeverría Izquierdo Edificaciones S.A.

4) Gestiona Servicios Compartidos Echeverría Izquierdo S.A

5) Echeverría Izquierdo Montajes Industriales S.A

6) Pilotes Terratest S.A

### BOARD OF DIRECTORS IN 2021

TAX ID	NAME	TITLE	DATE OF APPOINTMENT
6.065.433-6	FERNANDO JOSE ECHEVERRIA VIAL	Chairman of the board	29/APR/2019
4.599.313-2	DARIO ARTURO BARROS RAMIREZ	Director	25/APR/2019
6.374.984-2	MARCELO AWAD AWAD	Independent Director	25/APR/2019
6.638.550-7	BERNARDO ALBERTO ECHEVERRIA VIAL	Director	25/APR/2019
6.686.307-7	ALVARO GABRIEL IZQUIERDO WACHHOLTZ	Director	25/APR/2019
7.031.728-1	FRANCISCO RAMON GUTIERREZ PHILIPPI	Director	25/APR/2019
8.795.355-6	ANDREA ISABEL REPETTO LISBOA	Independent Director	25/APR/2019

## BOARD OF DIRECTORS IN 2020

TAX ID	NAME	POSITION	DATE OF APPOINTMENT
6.065.433-6	FERNANDO JOSE ECHEVERRIA VIAL	Chairman of the board	29/APR/2019
4.599.313-2	DARIO ARTURO BARROS RAMIREZ	Director	25/APR/2019
6.374.984-2	MARCELO AWAD AWAD	Independent Director	25/APR/2019
6.638.550-7	BERNARDO ALBERTO ECHEVERRIA VIAL	Director	25/APR/2019
6.686.307-7	ALVARO GABRIEL IZQUIERDO WACHHOLTZ	Director	25/APR/2019
7.031.728-1	FRANCISCO RAMON GUTIERREZ PHILIPPI	Director	25/APR/2019
8.795.355-6	ANDREA ISABEL REPETTO LISBOA	Independent Director	25/APR/2019

## COMPENSATION OF THE MANAGERIAL TEAM AND SENIOR EXECUTIVES

The compensation received by the managerial team and senior executives of Echeverría Izquierdo was KCLP\$7,319,789 (KCLP\$5,792,844 fixed; KCLP\$1,526,945

variable) during the fiscal year ending December 31, 2021. That sum was KCLP\$6,080,062 in 2020 (KCLP\$4,728,051 fixed; KCLP\$1,351,161 variable).

## INCENTIVE PLAN

Echeverría Izquierdo and its subsidiaries have economic incentive plans for all their executives and professionals.

These incentives are associated with performance and results. They are determined by management indicators and the attainment of individually defined goals.

A compensation plan has also been implemented for certain executives in the form of an EISA stock option plan. This plan stipulates that 20% of options can be exercised the first year, 30% the second year and 50% the third year. As a result, 4,317,811 shares had been sold to company executives as of December 31, 2021.

## INFORMATION ON OUR SENIOR EXECUTIVES

TAX ID	NAME	POSITION	TITLE OF SENIOR EXECUTIVE	DATE OF APPOINTMENT
10.426.202-3	DARÍO BARROS IZQUIERDO Civil Engineer	Senior Executive	CEO of Echeverría Izquierdo Montajes Industriales S.A.	01/May/2019
9.787.963-K	LUIS ENNIO CAPRILE VENDRELL CIVIL ENGINEER	Senior Executive	CEO of Echeverría Izquierdo Ingeniería y Construcción S.A.	15/Dec/2017
10.689.120-6	PABLO ANDRES IVELIC ZULUETA CIVIL ENGINEER	Chief Executive Officer		15/Dec/2017
11.833.589-9	CRISTIAN ANDRES SAI TUA DOREN BUSINESS ENGINEER	Senior Executive	Corporate Chief Financial Officer of Echeverría Izquierdo S.A.	15/Dec/2017
10.588.336-6	RAÚL AGUILERA MACHUCA Civil Engineer	Senior Executive	CEO of Echeverría Izquierdo Edificaciones S.A.	01/Apr/2017
13.657.810-3	RAIMUNDO CRUZAT CORREA CIVIL ENGINEER	Senior Executive	CEO of Echeverría Izquierdo Inmobiliaria e Inversiones S.A.	01/Aug/2013
10.476.201-8	JUAN FERNANDO PINO HURTADO CIVIL ENGINEER	Senior Executive	CEO of VSL Sistemas Especiales de Construcción S.A.	01/Jul/2005
14.632.337-5	ALDO GUZMAN GIULIANI CIVIL ENGINEER	Senior Executive	CEO of Pilotes Terratest S.A.	03/Feb/1998

## THE SHARES AND OTHER SECURITIES OF ECHEVERRÍA IZQUIERDO S.A.

### QUARTERLY STATISTICS ON THE SHARES OF ECHEVERRÍA IZQUIERDO S.A.

	NUMBER OF SHARES	AMOUNTED TRADED (CLP\$)	AVERAGE PRICE (CLP\$/SHARE)	STOCK MARKET PRESENCE AT THE CLOSE OF EACH QUARTER
<b>2021</b>	<b>27,492,740</b>	<b>4,383,227,914</b>	<b>159.4</b>	
FIRST QUARTER	5,738,731	1,244,227,993	216.8	27.22%
SECOND QUARTER	5,792,837	1,198,491,910	206.9	35.00%
THIRD QUARTER	8,613,274	1,161,247,582	134.8	32.78%
FOURTH QUARTER	7,347,898	779,260,429	106.1	25.56%
<b>2020</b>	<b>14,638,005</b>	<b>3,161,526,735</b>	<b>216.0</b>	
FIRST QUARTER	4,972,411	1,149,113,179	231.1	28.33%
SECOND QUARTER	4,052,239	790,020,090	195.0	32.22%
THIRD QUARTER	1,841,193	459,605,887	249.6	21.67%
FOURTH QUARTER	3,772,162	762,787,579	202.2	19.44%

### SHARES HELD BY SENIOR EXECUTIVES

NAME	SHARES
Raimundo Cruzat C.	363,000
Pablo Ivelic Z.	250,008
Cristián Saitua D.	242,541
Aldo Guzmán G.	241,123
Fernando Pino H.	15,161
Paola Muñoz G.	8,000

### EISA BOND

	SERIES A
Facility	# 918
Exchange symbol	BEISA-A
Amount placed	UF 1,500,000
Currency	UF
Interest period	Semi-annual
Term	7 years with 2 years of grace
Approximate duration	4.4 years
Annual face rate	2.60%
Interest accrual start date	November 1, 2018
Expiration date	November 1, 2025
Early redemption mechanism	Make-whole Par / Benchmark rate + Prepayment spread
Prepayment spread	90 pbs
Financial covenants	Net financial debt Expense coverage(1) < 1.8x Net Financial Expenses(2) > 2.5x
Other security	Cross-Default Cross-Acceleration Negative pledge
Use of funds	100% to refinance the liabilities of EISA and its subsidiaries: 60% for current bank loans 20% for current factoring debt 10% for non-current bank loans 10% for non-financial liabilities

### EISA DIVIDEND IN 2021

The Regular Shareholders Meeting held April 30, 2021 approved a final dividend totaling CLP\$1,784,315,630, payable from profits for the fiscal year ending December 31, 2020. This dividend was for CLP\$2.9761 per share for the shares entitled to a dividend as of March 31, 2011. Said dividend was paid starting May 17, 2021.

SHARES OF THE COMPANY TRADED BY RELATED PERSONS IN 2021

NAME	RELATIONSHIP	TRANSACTION DATE	TRANSACTION TYPE	NO. OF SHARES TRADED	UNIT PRICE	TRANSACTION AMOUNT
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	27-DEC-2021	A	25,000	106	2,650,000
ALVARO IZQUIERDO WACHHOLTZ	AM	07-DEC-2021	A	28,000	115.12	3,223,362
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	07-DEC-2021	A	28,000	113	3,164,000
ALVARO IZQUIERDO WACHHOLTZ	AM	02-DEC-2021	A	28,000	111	3,108,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	02-DEC-2021	A	28,000	111	3,108,000
ALVARO IZQUIERDO WACHHOLTZ	AM	08-NOV-2021	A	50,000	123.07	6,153,500
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	05-Nov-2021	A	51,000	119.42	6,090,590
ALVARO IZQUIERDO WACHHOLTZ	AM	26-Nov-2021	A	29,000	105.59	3,062,110
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	26-Nov-2021	A	29,000	108.76	3,154,040
ALVARO IZQUIERDO WACHHOLTZ	AM	21-Nov-2021	A	27,000	95.92	2,589,840
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	21-Nov-2021	A	27,000	95.93	2,590,110
ALVARO IZQUIERDO WACHHOLTZ	AM	08-Oct-2021	A	57,000	101.99	5,813,430
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	08-Oct-2021	A	20,000	98.23	1,964,600
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	01-Oct-2021	A	38,000	122.24	4,645,120
CRISTIAN MARIN URZUA	CGF	30-Aug-2021	A	120,000	140	16,800,000
CRISTIAN MARIN URZUA	CGF	06-Aug-2021	A	32,500	119.79	3,893,150
ALVARO IZQUIERDO WACHHOLTZ	AM	05-Aug-2021	A	40,000	119.01	4,760,400
PAOLA ANDREA MUÑOZ GONZALEZ	GA	22-Aug-2021	A	8,000	124.89	999,120
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	27-Jul-2021	A	117,000	126.81	14,836,770
PABLO IVELIC ZULUETA	GG	26-Jul-2021	A	29,770	130.98	3,899,275
PABLO IVELIC ZULUETA	GG	23-Jul-2021	A	29,230	136	3,975,280
PABLO IVELIC ZULUETA	GG	01-Jul-2021	A	16,665	179.56	2,992,367
BERNARDO ECHEVERRIA VIAL	AM	14-Jun-2021	E	3,140	189.12	593,837
PABLO IVELIC ZULUETA	GG	03-Jun-2021	A	30,230	197	5,955,310
FERNANDO ECHEVERRIA VIAL	AM	04-May-2021	E	62,157	237.4	14,756,072
FERNANDO ECHEVERRIA VIAL	AM	03-May-2021	E	61,637	239.37	14,754,049
FERNANDO ECHEVERRIA VIAL	AM	30-Apr-2021	E	60,990	241.83	14,749,212
FERNANDO ECHEVERRIA VIAL	AM	29-Apr-2021	E	59,409	248.23	14,047,096
INMOBILIARIA E INVERSIONES ABANICO LIMITADA	AM	20-Apr-2021	E	8,622	266	2,293,452
INMOBILIARIA E INVERSIONES ABANICO LIMITADA	AM	15-Apr-2021	E	115,000	272	31,280,000
INMOBILIARIA E INVERSIONES ABANICO LIMITADA	AM	09-Apr-2021	E	41,500	274	11,731,000
INMOBILIARIA E INVERSIONES ABANICO LIMITADA	AM	08-Apr-2021	E	2,900	272.37	789,873
CRISTIAN SAITUA DOREN	GF	25-Mar-2021	E	344	290	99,760
CRISTIAN SAITUA DOREN	GF	24-Mar-2021	E	40,000	284.99	11,399,600
FERNANDO JOSE ECHEVERRIA VIAL	AM	04-May-2021	A	129,000	199	25,671,000
FERNANDO JOSE ECHEVERRIA VIAL	AM	03-May-2021	A	131,000	197.25	25,839,750
INMOBILIARIA E INVERSIONES VEGAS NEGRAS LTDA	AM	28-Jan-2021	E	151,000	195	29,445,000
INMOBILIARIA E INVERSIONES VEGAS NEGRAS LTDA	AM	27-Jan-2021	E	54,000	199	10,746,000
INMOBILIARIA E INVERSIONES VEGAS NEGRAS LTDA	AM	26-Jan-2021	E	146,000	200.4	29,258,400
INMOBILIARIA E INVERSIONES VEGAS NEGRAS LTDA	AM	25-Jan-2021	E	70,000	203	14,210,000
INMOBILIARIA E INVERSIONES VEGAS NEGRAS LTDA	AM	22-Jan-2021	E	140,000	204	28,560,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	18-Jan-2021	E	144,000	197	28,368,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	15-Jan-2021	E	150,000	197.1	29,565,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	11-Jan-2021	E	150,000	195	29,250,000
INMOBILIARIA E INVERSIONES PERGUE LTDA	AM	05-Jan-2021	A	17,000	201.78	3,430,260

## RISK GOVERNANCE

Our CFO is the highest ranking individual responsible for operating risk management. Our Chief Audit Officer is the highest ranking individual responsible for auditing and monitoring performance of operating risk management. Both report to the CEO and to the Shareholders Risk Committee.

Marcelo Awad is the Board Member with the most experience in Risk Management, who also supervises our cybersecurity strategy. He has participated in talks on risk management and control given by EY and Price Waterhouse Coopers. He was also Chairman of the Risk Committee for 2 years when he was a director of CAP S.A. and a member of the Risk and HSE Committee of Finning International in Canada.

Our organization has decided that the Chief Information Security Officer (CISO) must handle the Executive Cybersecurity Management. The CISO reports directly to the Executive Management team and is responsible for supervising cybersecurity inside the company.

The sustainable development of the Echeverría Izquierdo business requires an integral view of different variables. The trend in those variables may determine impacts on profitability, liquidity, financing and other financial ratios and the perspective of growth, long-term development and relationship with the company's environment.

A strategic view requires evaluating the risks of the business, industry and market in which the business is developed from time to time, such as levels and availability of employment, access to financing, regulations and regulatory changes, investment, inflation, safety, health and risk prevention.

For sustainable long-term growth, Echeverría Izquierdo evaluates and weighs the emerging risks that might have material impacts on operation of the business. In the actual setting of political uncertainty (regulatory and constitutional changes), a heavy drop in exchange indexes, a significant increase in the value of some inputs and raw materials and a downturn in private investment would expose the company to two emerging risks:

- **The risk of a tax impact on mining operations** (an increase in the mining tax in Chile is being debated by Congress). Less investment in mining could reduce the size of the market and potentially cause a drop in sales. Mitigative actions consist of strategic alliances, monitoring and a tracking of the main projects; and of specializing and focusing on larger, certain mining projects that will help increase profitability.
- **The risk that the economic crisis affect the real estate buying power** (Chile and Peru). Eventual increases in interest rates and in the unemployment rate would impact demand and affect the level of sales and margin. Mitigative actions consist of a continuous monitoring of reserves, preliminary approvals by banks, down-payment facilities (cash payment) and ongoing monitoring of the pricing table.

## CODES OF CONDUCT

GRI 205-2

GROUP	% WHO MUST ABIDE BY THE CODE OF CONDUCT	% WHO ACKNOWLEDGED RECEIPT IN WRITING OR DIGITALLY	% WHO RECEIVED TRAINING IN THE CODE OF CONDUCT
Employees	100%	100%	83.3% of the critical positions in EISA have been trained and 66.7% of all employees who have an EISA e-mail address have received training.
Contractors and Suppliers	100%	100% (there are clauses on compliance with the Code of Ethical Conduct and the CPM in contracts with suppliers and contractors and in all requisitions and purchase orders. The Supplier Code of Ethical Conduct can be viewed on the website.	0%
Subsidiaries	100%	100%	An average of 84.4% of the critical positions in subsidiaries have received training and an average of 36.1% of all employees in subsidiaries who have a company e-mail address.

### SYSTEMS/PROCEDURES

#### ANTI-COMPETITIVE PRACTICES GRI 206-1

We have received 0 fines, settlements and investigations in the last four fiscal years related to anti-trust and anti-competitive practices.

#### CORRUPTION AND BRIBERY GRI 205-3

We have had no confirmed cases of corruption or bribery or outside investigations of our company by local or international authorities in the last four fiscal years.

#### VIOLATION REPORTING

In 2021, 6 cases of a breach of the Code of Ethical Conduct of the company were reported. 5 of the cases have been closed and one is in process. Of those cases, three were for workplace harassment and in one of them, the outcome was the termination of the labor relationship with the defendant while in the other two, a warning was issued and leadership training was given. There was another case of sexual harassment where the measure adopted was a warning and a written apology by the defendant. Finally, the last case related to a conflict of interest where the action taken was to terminate the labor relationship with the violators and block the supplier from the company.

# ECONOMIC PERFORMANCE

GRI-201-1

## ECONOMIC VALUE GENERATED, DISTRIBUTED AND RETAINED

GRI 201-1

IN CLP 000'S	2019	2020	2021
<b>ECONOMIC VALUE GENERATED</b>	<b>315,904,944</b>	<b>325,600,629</b>	<b>439,929,767</b>
Operating income	309,301,680	318,478,603	432,388,931
Other investment or PPE income	6,603,264	7,122,026	7,540,836
<b>ECONOMIC VALUE DISTRIBUTED</b>	<b>306,792,161</b>	<b>321,496,708</b>	<b>434,186,324</b>
Operating costs (external)	151,590,943	144,472,226	185,116,531
Employees	130,091,013	157,476,056	222,479,726
The State	5,044,214	-153,778	2,702,803
Community and the environment	52,800	59,027	33,547
Financial	15,490,831	17,999,011	21,381,160
<b>SHAREHOLDERS (NON-CONTROLLING INTERESTS AND CONTROLLER DIVIDENDS)</b>	<b>4,522,360</b>	<b>1,644,166</b>	<b>2,475,557</b>
Economic value retained = generated - distributed	9,112,783	4,103,921	5,743,443

## CONTRIBUTIONS TO PUBLIC POLICY

GRI 415-1

We have defined a policy of donating 1% of the company's profits to civic organizations. The donation amounts and the organizations to which they are given are defined annually and approved by the company's board of directors. Donations are preferably made to organizations that help at-risk groups and to trade research institutions dedicated to matters of public interest.

Contributions to trade associations, think tanks and tax-exempt groups.

	2018	2019	2020	2021
Trade associations and tax-exempt groups (such as think tanks)	\$111,902,107	\$151,496,193	\$102,573,245	\$197,624,318

We believe that it is important to promote good practices that strengthen the role of companies in society, including the Government, human capital, safety, customers, production chain, environment, community, innovation and productivity, especially within the construction business. We contributed a total of CLP\$180,423,259 in 2021.

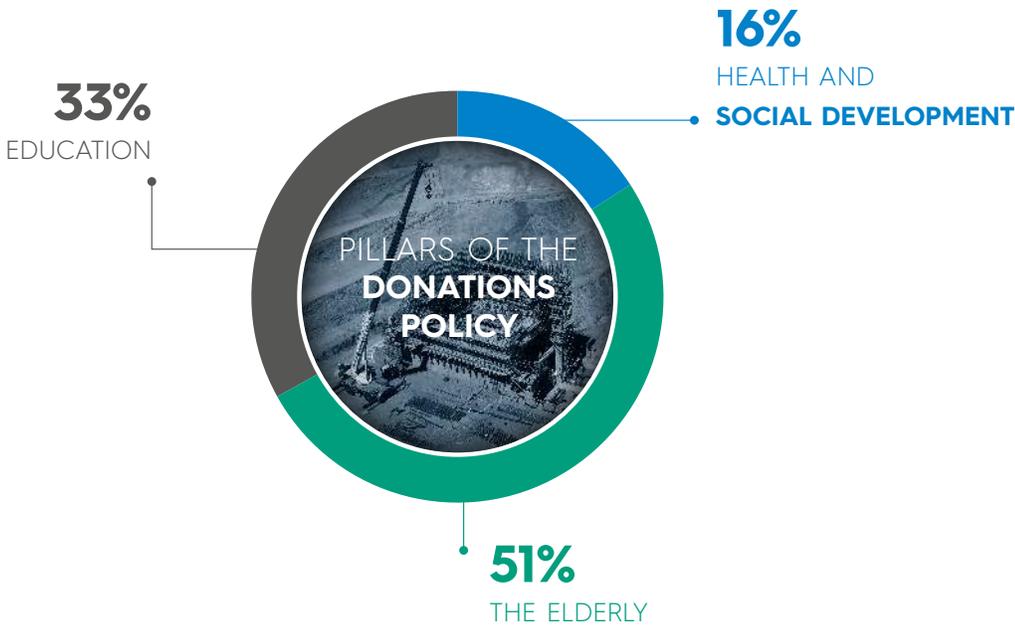
We also consider it fundamental to promote the dissemination of fundamental values, principles and institutions for a free and democratic society. We have supported organizations that have expressed their explicit observance of personal freedoms, a social market economy and democracy as a form of peaceful and stable government. We allocated CLP\$16,658,481 to these contributions in 2021.

The greatest contributions made in 2021 were to SOFOFA (CLP\$174,260,887), Centro de Estudios Públicos (Public Research Center) (CLP\$14,936,750) and the Social Union of Christian Entrepreneurs (USEC) (CLP\$3,584,820).

Neither EISA nor any of its subsidiaries have made any contribution to political campaigns, the representation of local, regional, national or similar interests or campaign/organization/candidates (such as expenses for electoral measures or referendums).

In 2021, social contributions totaled KCLP\$33,547 and were allocated to NGOs dedicated to the pillars set down in the donations policy. More than 50% of the contributions were given to 3 organizations whose purpose is to improve the quality of life of the elderly (Fundación Las Rosas, Hogar de Cristo, Fundación Reconocer). This was followed by donations to educational institutions and finally to the health and social development of at-risk individuals through María Ayuda and Aspade.

100% of the contributions were made in cash and are considered a strategic social investment because they are aligned with the pillars of our Donations Policy.



# THE ENVIRONMENT

## ENVIRONMENTAL MANAGEMENT

Echeverría Izquierdo is aware of the impact of the industry on natural resources and we are committed to the sustainable development of our projects.

The company manages environmental topics and their impacts through a management system based on compliance with the laws and regulations and with the requirements of the projects being executed by each subsidiary. Environmental topics are evaluated in a matrix that is prepared following a procedure to identify environmental considerations and assess their impacts.

The company assigns special importance to compliance with the law. 3 subsidiaries have received ISO 14001 certification and another two are in the process of obtaining it.

We have an integrated occupational health, safety and environment policy. Our strategy is to implement an annual environmental protection plan that is updated based on events occurring during the year, new requirements and new training and improvement needs.

The Occupational Health, Safety and Environment Division is responsible for implementation and control. It issues the management directives to the Project Risk Prevention and Environment Departments.

### ISO 14,001/2015 CERTIFICATION



One of the main environmental topics addressed in 2021 was **waste management**, waste generation and impacts. Fundamental is a **rigorous control of compliance with the law and regulations** and with the issuance of **waste statements** with the required frequency.

Another material aspect was the emphasis on **recycling** through different initiatives in operations, both in the execution of projects and in the central office. Batteries, plastics, paper, oils and lubricants were recycled, to name a few. Of note in this respect is the initiative by Montajes Industriales that held **motivational campaigns**

as part of its work to encourage recycling at work sites and in employees' homes. **An annual drawing and manual arts contest** was held as part of this campaign that required the use of recycled products. The winning drawings in the contest were displayed in the company's annual calendar.

Of special note was the interest of NEXXO's employees in environmental aspects, seen in the increase in the **reporting** of minor occurrences. This helps us stay alert to managing impacts on a timely basis.

One of the main environmental challenges company-wide was the Scopes 1, 2 and 3 **carbon footprint** measurement for 2020 and 2021. This measurement mobilized an important team of professionals motivated by this transcendental milestone, part of our purpose of challenging our limits to add value to the environment.



## IMPACT MANAGEMENT

In the ongoing search to improve our processes and procedures, NEXXO reduced the number of inputs, person-hours and waste by **incorporating a new technology**. This system from England, called **TANK FARM**, is used to clean oil tanks. Crude oil is recirculated, recovered and then reused in the process. Another benefit of this technology was that it reduced workers' exposure to contaminated environments and confined spaces.

Other facts to highlight in Montajes Industriales are the **improvement in the quality of inputs** (oils) that have a longer durability and the **reuse of oil waste**. That waste is removed by Química Industrial Futuroil and taken to its refinery.

**Mitigative measures** were implemented in Edificaciones's worksites **against the main impacts on the community**, such as noise and waste management. Those measures consisted of installing sound walls around the perimeter, acquiring high-standard hazardous waste warehouses and periodically measuring noise emissions.

**Regular internal audits** were conducted in VSL, led by the company's Managers, to review environmental compliance. These audits have helped create a greater awareness of the subject.

**No fines have been imposed on Echeverría Izquierdo in the last 4 years for environmental violations.**

GRI 307-1

## WASTE MANAGEMENT

GRI 306-1/2

Echeverría Izquierdo is focused on the management of waste, the generation of waste, recycling and impacts. The main activities identified in the operation pertain to industrial assembly, shell and core works and finishes; electrical and sanitary installations; welding; the maintenance of machinery, equipment and tools; the cleaning of trucks and equipment; the chemical cleaning of tanks and circuits; and the cutting and anchoring of cables in warehouses.

Inputs are classified into two groups: construction materials, such as steel, lumber, concrete and chemicals; and maintenance products, like oil, filters, grease and lubricants, which generate solid and liquid non-hazardous and hazardous waste.

The impacts bear a relationship to the waste generated by the organization's activities.

The organization manages impacts by means of an environmental management system based on governing laws and ISO 14001:2015. Environmental aspects are assessed in a matrix following a procedure to identify environmental considerations and evaluate their impacts. The organization does not currently have circularity

actions in place, but several specific initiatives have been incorporated to waste management to reduce waste and mitigate its impacts, such as the new TANK FARM tank cleaning technology; an improvement in the quality of longer-life machinery maintenance inputs; the reuse of oil waste; and the recycling of iron and junk metal.

3 types of waste are generated:

**Household waste:** collected by the Municipality

**Non-Hazardous Waste:** removed by a certified external supplier authorized by the Health Authority. We keep a monthly record of the "all-in-one" statements required by the Ministry of the Environment and of the final disposal of waste.

**Hazardous Waste:** This waste is removed by a certified external supplier authorized by the Health Authority. We keep both a monthly record and a final disposal record.

We keep monthly records on the generation of waste, control of volume and certificates of final disposal of the supplier. The work sites report this information monthly in the management report.



“  
The recycling management by Montajes Industriales, VSL and NEXXO is outstanding, and we can now quantify and publish specific operational eco-efficiency results under Recycled Waste.  
”

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## WATER MANAGEMENT

GRI 303-1/2

Company-wide interaction with water takes place depending on the type of project and its geographic location. For the works of Edificaciones located in the Metropolitan Region, water is supplied from the potable water system of Empresa Aguas Andinas and it is used in work centers in construction and by humans at the site facilities. The water used is dumped into the public sewerage and is mainly wastewater from site facilities.

In works of Montajes Industriales, which is the case of the Mapa project, water is supplied by the principal. The water is used in the dining hall, employee restrooms, locker rooms and cafeteria. It is also used to water roads, compact platforms and test constructions (hydraulic and tightness). The water used in testing is reused, is stored for a certain period of time, and then used again in the testing of other tanks and/or lines.

A program has been implemented to water different work fronts daily in order to prevent, control and mitigate dust and particulate matter emissions and to comply with the environmental approvals of projects. The irrigation water is taken from groundwater wells by water trucks. This process has been approved in a sanitary resolution.

In temporary job installations where there is no potable water for human consumption, bottled water is supplied in 20-lt jugs that are purchased from certified suppliers.

In permanent facilities like NEXXO's Main Office, water is supplied by water trucks and stored in 3 tanks, each with a capacity of 10 m<sup>3</sup>. This water is used for hygienic services and in the work at the vehicle and equipment maintenance shop, mainly for pump testing.

The water used is dumped according to the particular conditions of the projects, in the cases described below:

a.- The water used in building constructions located in the Metropolitan Region is dumped into the public

sewerage and corresponds mainly to wastewater from the site facilities.

b.- Different situations exist in dumping the water used in industrial works and facilities.

b.i. The water discharged from the operation of site facilities enters a wastewater primary and secondary treatment system. Organic matter is eliminated through an aeration system. The water is then treated in a **chlorination and dechlorination** system in compliance with Chilean Standard 1333 (irrigation). Finally, the water is discharged by a pump tank into an inspection hole of the customer to be returned for a second time to the customer's treatment process.

b.ii. The water is sent to the Wastewater Treatment Plant that uses an **activated sludge** system. The effluent is not dumped into any body of water in the area but rather is removed by trucks and then used to water roads.

b.iii. Water is sent to a liquid industrial waste **treatment pond** for settling and harvesting of liquids. Once the pond capacity of 1,000 liters is reached, the content is removed by a supplier specializing in hazardous waste removal.

b.iv. Gray and black water is impounded by a **treatment plant** that has been authorized in a sanitary resolution.

Aware of the drought in the country and of the impact that the consumption and dumping of water by its operations may cause, Echeverría Izquierdo evaluates the use of water in the environmental impact and considerations assessment and identification matrixes. We comply strictly with governing law and we abide by public policies in water-stressed zones.

We make our employees aware by talks to sensitize them to the importance of caring for this valuable resource and by the installation of signs on responsible consumption.

NEXXO, a pioneer in defining company-wide water

use goals for 2022, has proposed reducing water consumption by at least 10% in comparison to 2021. It plans to implement water recovery circuits for irrigation and to replace taps by ones that have a sensor with an off timer.

## OPERATIONAL ECO-EFFICIENCY

GRI 302-1/3

### CONSUMPTION OF NON-RENEWABLE FUELS

SUBSIDIARY	UNIT	2020**	2021**
Soluciones Habitacionales (formerly Inmobiliaria)	MWh	-	270.95
Montajes	MWh	18,602.51	25,513.15
VSL	MWh	6798	74.85
NEXXO	MWh	1,245.03	1,984.22
Proyectos Especiales (formerly Inmobiliaria)	MWh	1,579.13	1,255.99
Obras Civiles	MWh	-	425.76
Terratest	MWh	6,452.65	8,991.29

### FUEL INTENSITY

SUBSIDIARY	UNIT	2020**	2021**
Soluciones Habitacionales (formerly Inmobiliaria)	kWh/MUSD	-	0.467
Montajes	kWh/MUSD	45.259	44.021
VSL	kWh/MUSD	0.165	0.129
NEXXO	kWh/MUSD	3.029	3.424
Proyectos Especiales (formerly Inmobiliaria)	kWh/MUSD	3.842	2.167
Obras Civiles	kWh/MUSD	-	0.735
Terratest	kWh/MUSD	15.699	15.514

### TOTAL CONSUMPTION OF NON-RENEWABLE ENERGY

SUBSIDIARY	UNIT	2020**	2021**
Soluciones Habitacionales (formerly Inmobiliaria)	MWh	-	118.06
Montajes	MWh	305.70	509.11
VSL	100%	55.73	66.87
NEXXO		172.47	178.95
Proyectos Especiales (formerly Inmobiliaria)		1,787.61	913.19
Obras Civiles		-	
Terratest		299.36	288.37

### ENERGY INTENSITY

SUBSIDIARY	UNIT	2020**	2021**
Soluciones Habitacionales (formerly Inmobiliaria)	kWh/MUSD	-	0.204
Montajes	kWh/MUSD	0.744	0.878
VSL	kWh/MUSD	0.136	0.115
NEXXO	kWh/MUSD	0.420	0.309
Proyectos Especiales (formerly Inmobiliaria)	kWh/MUSD	4.349	1.576
Obras Civiles	kWh/MUSD	-	-
Terratest	kWh/MUSD	0.728	0.498

\*\* This information covers the last two periods given the implementation of a new data capture method. The information on the last four periods is contained in the 2020 Sustainability Appendix that is available on the company's website.

## WASTE GENERATION

GRI 306-3, 4 Y 5

NON-HAZARDOUS WASTE GENERATED			
SUBSIDIARY	UNIT	2020**	2021**
Soluciones Habitacionales (formerly Inmobiliaria)	ton	6	4
Montajes	ton	2,215	4,367
VSL	ton	22	28
NEXXO	ton	42	-
Proyectos Especiales (formerly Edificaciones)	ton	2,767	2,072
Obras Civiles	ton	-	34
Terratest	ton	76	93

RECYCLED WASTE			
SUBSIDIARY	UNIT	2020**	2021**
Montajes	ton	602	1,092
VSL	ton	2	3
NEXXO	ton	23	16

HAZARDOUS WASTE GENERATED			
SUBSIDIARY	UNIT	2020**	2021**
Montajes	ton	60	53
VSL	ton	1	1
NEXXO	ton	9	44
Terratest	ton	18	24

## WATER CONSUMPTION

GRI 303-5

MUNICIPAL WATER CONSUMPTION			
SUBSIDIARY	UNIT	2020**	2021**
*Soluciones Habitacionales (formerly Inmobiliaria)	m <sup>3</sup>	1,536	3,956
Montajes	m <sup>3</sup>	20,617	4,693
VSL	m <sup>3</sup>	2,600	2,600
NEXXO	m <sup>3</sup>	2,700	1,520
Proyectos Especiales (formerly Edificaciones)	m <sup>3</sup>	107,920	60,494
Terratest	m <sup>3</sup>		4,142

SURFACE WATER CONSUMPTION			
SUBSIDIARY	UNIT	2020**	2021**
Montajes	m <sup>3</sup>		738
Obras Civiles	m <sup>3</sup>		3,270

GROUNDWATER CONSUMPTION			
SUBSIDIARY	UNIT	2020**	2021**
Montajes	m <sup>3</sup>		2,573

# CARBON FOOTPRINT

Under its commitment to the environment, Echeverría Izquierdo has made efforts toward an operational eco-efficient management and a contribution to the fight against climate change. This means, concretely, quantifying the GHG emissions by its operations by measuring the scopes 1, 2 and 3 carbon footprint for two consecutive periods.



The Echeverría Izquierdo carbon footprint for 2020 and 2021 was measured following the WBCSD/WRI Greenhouse Gas Protocol, Corporate Accounting and Reporting Standard (Revised Edition).

The operations of the 7 main subsidiaries comprising Echeverría Izquierdo in Chile were considered in the footprint measurement, namely: Soluciones Habitacionales, Montajes Industriales, VSL, NEXXO, Proyectos Especiales, Obras Civiles and Terratest. The calculations took into account direct consumption and waste disposal by the subsidiaries but excluded inputs (fuels and electricity) and waste disposal services provided by project principals.

## GHG EMISSIONS MEASUREMENT

GRI 305-1/2/3/4

The emission factors provided by the UK Department for Environment, Food & Rural Affairs (DEFRA) were used to measure 2020 and 2021.

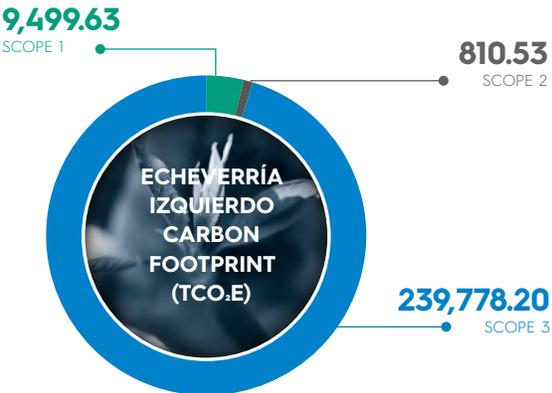
Scope 2 was measured following the location method and using the annual average emissions factor of the National Energy System of Chile since there are no specific emission factors related to power purchase agreements.

Emissions related to Purchased Goods and Services (Category 1) were calculated according to the main construction materials used by the company that include concrete, steel, iron, lumber, HDPE and PVC. The volumes were estimated by the annual total amount spent on each material and the average cost price of the material for each year measured.

ECHEVERRÍA IZQUIERDO CARBON FOOTPRINT			
SCOPE	UNIT	2020	2021
1	tCO <sub>2</sub> e	6,840.97	9,499.63
2	tCO <sub>2</sub> e	1,017.80	810.53
3	tCO <sub>2</sub> e	487,402.57	239,778.20
SCOPE 3 CATEGORIES MEASURED			
1) Purchased goods and services	tCO <sub>2</sub> e	485,958.54	235,891.69
4) Upstream Transportation and Distribution	tCO <sub>2</sub> e	1,230.16	3,567.89
5) Waste generated by operations	tCO <sub>2</sub> e	213.87	318.62
<b>TOTAL CARBON FOOTPRINT</b>	<b>TCO<sub>2</sub>E</b>	<b>495,261.34</b>	<b>250,088.36</b>

EMISSIONS INTENSITY	UNIT	2020	2021
Scope 1	kgCO <sub>2</sub> e/MUSD	16,644	16,391
Scope 2	kgCO <sub>2</sub> e/MUSD	2,476	1,399
Scope 3	kgCO <sub>2</sub> e/MUSD	1,185,820	413,720
<b>TOTAL ANNUAL INCOME</b>	<b>KGCO<sub>2</sub>E/KUSD</b>	<b>411,026</b>	<b>579,567</b>



The emissions from upstream transportation and distribution (Category 4) were calculated using the costs of these services and the emission factors from the U.S. EPA Environmentally Extended Input-Output Model.

The main transportation considered in this category was the carriage of material from the central warehouse to projects, and ocean and air carriage of specific materials. The transport of materials directly by suppliers was excluded from this category.

Three classifications were used to calculate emissions caused by waste generated in operations (Category 5): Waste that can be assimilated to household waste, construction waste and hazardous waste, differentiating by type of final disposal (sanitary landfill, recycling, reuse, etc.). Moreover, from the waste data of Echeverría Izquierdo, we were able to calculate emissions associated with specific materials based on the form of disposal, such as the recycling of paper and cardboard, incineration of internationally sourced lumber, and the reuse of domestic-sourced lumber.

# GRI CONTENT INDEX

GRI STANDARD	GRI DESCRIPTION	PAGE
403-1	Occupational health and safety management system	62
403-2	Hazard identification, risk assessment, and incident investigation	64
403-3	Occupational health services	66
403-4	Worker participation, consultation, and communication on occupational health and safety	67
403-5	Worker training on occupational health and safety	68
403-6	Promotion of worker health	69
403-7	Prevention and mitigation of occupational health and safety impacts	69
403-8	Workers covered by an occupational health and safety management system	70
403-9	Work-related injuries	70
403-10	Work-related ill health	71
405-1	Diversity of governance bodies and employees	73
405-2	Ratio of basic salary and remuneration of women to men	79
406-1	Incidents of discrimination and corrective actions taken: total incidents of discrimination, status of actions taken: review, remediation plans, results and monitoring of those results.	72
401-1	New employee hires and employee turnover	76-77
401-2	Benefits provided to full-time employees that are provided to temporary or part-time employees, according to the different locations of operations.	75
401-3	Parental leave	75
404-1	Average hour of training per year per employee: itemization by gender and occupational category	78
404-2	Programs for upgrading employee skills and transition assistance programs	78
413-1	Operations with local community engagement, impact assessments, and development programs.	81
203-1	Infrastructure investments and services supported; actual or inspected impacts on local communities and economies, including positive and negative impacts when relevant; whether these investments and services are commercial, in kind or pro bono.	81
102-43, 44	Approach to stakeholder engagement	89
102-18, 22, 23	Governance structure of the organization, including the highest governance body committees and the committees responsible for economic, environmental and social topics	20
102-35	Remuneration policies of the highest governance body and senior executives.	96
102-47	List of material topics	42
102-21	Consulting stakeholders on economic, environmental, and social topics.	42
102-16, 17	Values, principles, standards and norms of behavior	24
206-1	Number of legal actions pending or finished for anti-competitive practices and violations of antitrust laws in which the organization has been identified as a participant.	101
206-1	Main results of finished legal actions, including decisions and sentences.	101

GRI STANDARD	GRI DESCRIPTION	PAGE
205-2	Total number and percentage of employees to whom the anti-corruption policies and procedures of the organization have been disclosed, itemized by region and type of employee.	101
205-2	Total number and percentage of trade partners to whom the organization's anti-corruption policies and procedures have been disclosed.	101
205-3	Total number and nature of confirmed cases of corruption.	101
205-3	Public legal cases of corruption prosecuted against the organization or its employees during the reporting period and the results of these cases.	101
415-1	Total monetary value of financial and political contributions in kind made directly and indirectly by the organization by country and recipient-beneficiary.	102/103
102-9, 10	Description of the organization supply chain, including the main elements involved in activities, main brands, products and services of the organization.	83
204-1	Proportion of spending on local suppliers, including the definition of local supplier.	84
414-1	New suppliers that were screened using social criteria (percentage of new suppliers that were screened using social criteria)	84
414-2	Negative social impacts in the supply chain and actions taken.	86
308-1	New suppliers that were screened using environmental impacts.	84
308-2	Number of suppliers identified with present and/or potential material negative environment impacts.	84
201-1	Direct economic value generated and distributed (EVG&D) on an accrual basis, including the basic components for the organization's global operations.	102
305-1	Direct (scope 2) GHG emissions	110-111
305-2	Energy indirect (scope 2) GHG emissions	110-111
305-3	Other indirect (scope 3) GHG emissions	110-111
305-4	GHG emissions intensity	110-111
306-1	Waste generation and material waste-related impacts	106
306-2	Management of material waste-related impacts	106
306-3	Waste generated	109
306-4	Waste not sent for disposal	109
306-5	Waste sent for disposal	109
302-1	Energy consumption within the organization	108
302-3	Energy intensity	108
303-1	Interactions with water as a shared resource	107
303-2	Management of water discharge-related impacts	107
303-3	Water withdrawal	107
303-4	Water discharge	107
303-5	Water consumption	109
302-2	Inputs recycled	109
307-1	Non-compliance with environmental laws and regulations	105