

# Maintaining a **better world**



## Sustainability **Report 2020**



# Maintaining a better world

## Sustainability Report 2020

### ACKNOWLEDGMENTS

This report had the active participation of all areas in the organization.

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## ABOUT THIS REPORT

GRI 102-1/ 102-12 /102-32/ 102-50 / 102-52 / 102-53 / 102-54

At Stork, we are committed to a clear, timely and transparent communication with the results of our sustainability management. Our identity is set beyond the provision of services. We build our reputation from relationships with our stakeholders, and living the values and organizational pillars that make out of our Company, the industry reference. Everyday, Everywhere.

Our Fourth Sustainability Report was prepared under the Global Reporting Initiative (GRI) standards and has no external verification.

We reported the management carried out from January 1 to December 31, 2020, of our operations in Colombia, and for the first time, we include Peru.

Stork's management team validated this report to ensure the accuracy, integrity, and credibility of the material aspects and methodological guidelines. The report presents the management and performance in financial, social, environmental, and other aspects considered vital for the relationship with authorities and governments, suppliers, communities and civil society, unions, clients, shareholders, and employees. During 2020 there were no significant changes in the capital structure, shareholding composition, new companies that substantially affect or modify the organization and its stakeholders.

We hope this document will be a helpful tool to understand and know our management in the oil and agro-industrial sectors, gas, mining, and energy of our operations in Colombia and Peru. May this serve as an inspiration to continue working on building a more sustainable and fairer society.

If you have any concerns regarding the content of this report, please communicate it through our email [Comunicaciones.Co@Stork.com](mailto:Comunicaciones.Co@Stork.com)



Reinaldo Rodríguez  
VP LATAM

## MESSAGE FROM OUR REGIONAL VP

GRI 102-14

2020 was very different from expected. It was a particular year because, although the pandemic challenged us as an organization, we managed to obtain excellent results.

At the beginning of the year, we were ready to turn the page and grow following the objectives globally set from the strategy, but the pandemic forced us to turn the direction and obtain a fast and strong

response in attention to people, customers and business.

Due to the crisis caused by the collapse in the barrel value of crude oil during the first half of the year and together with the pandemic, which causes uncertainty for the future in our sector, we took different measures to stop the decline in oil prices, numbers and maintain the organization's health.

Safety has always been our priority. For this reason, we embraced the instructions and recommendations that the organization shared with us from SAFER TOGETHER. Our employees are our main asset and we are always accompanying them, taking the necessary security measures to guarantee their safety and that of their families.

During this particular year, we worked with our people to build the path to sus-

tainability. Through HomeStork, nearly 200 home office employees increased their productivity and life quality by working from home. Similarly, our Campus virtual training platform reached more than 4,000 participants with technical and leadership training, focused programs, and different schools with internal and external trainers.

This year, we performed our first virtual Safer together Awards celebration with

the participation of more than 1,300 virtual attendees from Peru, Trinidad and Tobago, Mexico and Colombia. We received more than 300 nominations from the Region and recognized the winners whose effort and leadership at HSE stood out from the other nominees.

Similarly, the HSEQ area started to measure carbon emissions in 36 projects in Colombia and 12 projects in Peru. With the results, we compensated 55 tons of

CO2 equivalent, through 55 bonds represented in a rubber forest harvest in the department of Meta.

In conclusion, the changing and uncertain 2020 context, together with the efforts made both at the corporate level and in Colombia, made us positively close a year, hoping that the next will be the year of recovery and of becoming a sustainable player in front of all our stakeholders.

We evidence our commitment towards **excellence** with **numbers**:

# Highlights



Clients

Colombia 10  
Peru 7



Employees

Colombia 6.837  
Peru 462



Man Hours Worked

16.174.119



Learning and training hours

9.335 hours



Average Home Office Hours

Colombia 75.296  
Peru 40.220

0

  
Environmental accidents

Colombia 19  
Peru 7



Locations

Colombia 30  
Peru 9

  
Commercial contracts

# COVID-19: WE CARE

2020 has represented a historic milestone for humanity. We witnessed the new dynamics, social, economic, political, environmental, among others, that we faced associated with the contingency for COVID-19. There is no doubt that these new realities have challenged us personally, as a society and as an organization.

At Stork, we understand that our role transcends. We contribute to the construction of a fairer society. In 2020, we decided to accept the challenge and keep up the good work. Thanks to your trust and your support, we gave our best. We work in a fast and efficient way to contribute to the economic reactivation of the countries we are in.

*Throughout this report, we will show in detail the actions developed by the Company to adapt and guarantee the business sustainability, to take care, prevent, and ensure the well-being of our collaborators and showing solidarity with the communities we are in.*



Our efforts in the attention of the stakeholders and business continuity to face the effects of COVID-19 have been focused on:

## We take care of our workers

The human factor was decisive to meet our objectives during 2020. Our commitment and management were focused on preventing contagion, responsibly promoting self-care, and innovating in our processes. It confirms that we have the best talent. The prevention of contagion between our teams was a vital task. We prioritized virtuality as much as possible, with the highest and the best health, safety, and comfort standards.

Likewise, this situation allowed our collaborators to take part and propose initiatives of self-care and preservation of the operative workgroups' health.



The measures taken by the Company and adequate and rigorous monitoring by health professionals are decisive to continue our work safely.



## We take care of the communities

During 2020, we strengthened our communication channels with stakeholders to stay connected and reporting about the Company news and initiatives within our Sustainability Model framework.

We included our communities, local authorities, and clients to implement actions that will seek to meet the immediate needs of vulnerable groups, which increased due to the quarantine decreed by the national government during the health emergency.

*Understanding the needs of our environments is essential to be the good neighbor of the communities, authorities, and allies of our clients.*

## Business sustainability

2020 challenged the stability of the markets due to the uncertainty generated by situations, such as the fall in oil and coal prices, and the anxiety of opening new services within the framework of current contracts. Preserving contracts, retaining clients, and creating new businesses seeking operating income was our main focus to consolidate the Company's financial stability during the pandemic.

The financial challenge in 2020 was to ensure operational continuity, guaranteeing profitability, transparency, and economic growth. We believe in sustainability as the route to fulfill our purposes, and it was vital to design strategies that allowed us to maintain operating income.



*Our results demonstrate the commitment to follow our guidelines, the solidity of our processes, principles, and corporate values.*

In each chapter of this report, you will find in detail the initiatives implemented by Stork for each action line to continue fulfilling our commitments and benefiting our stakeholders.



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# Chapter 1



# ABOUT US

*We are recognized as strategic allies by our clients for the operation and maintenance of their assets.*

**STORK**

*A Fluor Company*



# Who we are

GRI 102-14

We are a company with an outstanding professional background, credibility and international support. We have been in Colombia for more than 38 years and in Peru for 12 years, promoting the development and construction of a better society. We are leaders in the services rendering for industries like mining, Oil & Gas, and power generation.

**FLUOR**<sup>®</sup>  
100% Stork owner

Founded in 1912, Fluor is a global engineering, procurement, manufacturing, construction, and Maintenance Company that designs, builds, and maintains capital-efficient facilities for its customers in six continents. For more than a century, Fluor has provided services to its worldwide customers by offering innovative and integrated solutions. Based in Irving, Texas, Fluor ranks 149th in the FORTUNE 500<sup>®</sup> list with revenues of USD 19.2 trillion as of December 31, 2018, with more than 56,000 employees worldwide.

**STORK**  
A Fluor Company  
100% Masa owner

Stork was founded in 1827 and is widely recognized worldwide. It has extensive experience in comprehensive asset management for sectors such as energy, transportation, and petrochemicals. It also diversified its business by venturing into aerospace activities, technical services for the maintenance of facilities in the industry and construction sectors.

**masa**  
A STORK COMPANY

Founded in 1983 in Huila, Mecánicos Asociados was born to provide maintenance services at the DINA pumping station, in Puerto Salgar and Campo Tello. With an important trajectory, Masa is consolidated in the mining and hydrocarbon sectors of the country.



Stork is widely recognized worldwide. It has experience in the integral management of assets in sectors like energy, transport by water and air, and petrochemicals. Interested in expanding its presence in South America, it acquired Mecánicos Asociados in 2007. A company of Colombian origin with operations and contracts nationwide. It started its operations in Peru in 2008, with the MSC Consortium, in Lot 192, operated at that time by Pluspetrol.

In the territories where we are present, the communities, governments, and local suppliers support our transparent management and value generation. Our collaborators are proud to belong to this great company. It offers them opportunities for their personal and professional development.

*In 2016 Fluor Corporation Company acquired Stork. Nowadays, our clients recognize us as a strategic ally for the operation and maintenance of their assets.*

# What we do

We create value based on innovative solutions and services that allow sustainable development generation in the territories we operate.



## Business development

We manage clients and commercial relationships for the contracts in the execution stage or the prospect of achievement.



## Maintenance

Stork provides a customized full-service solution for industrial facility maintenance that improves plant reliability and performance.



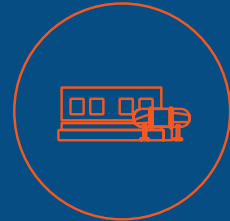
## Turnarounds and shutdowns

Stork manages turnarounds and shutdowns for full services, of any size and industry including supplementary staff and equipment (for rental).



## Construction and modifications

Stork's integrated engineering capabilities enable construction activities for production facilities modifications or customer facilities expansion.



## Equipment manufacturing and repair

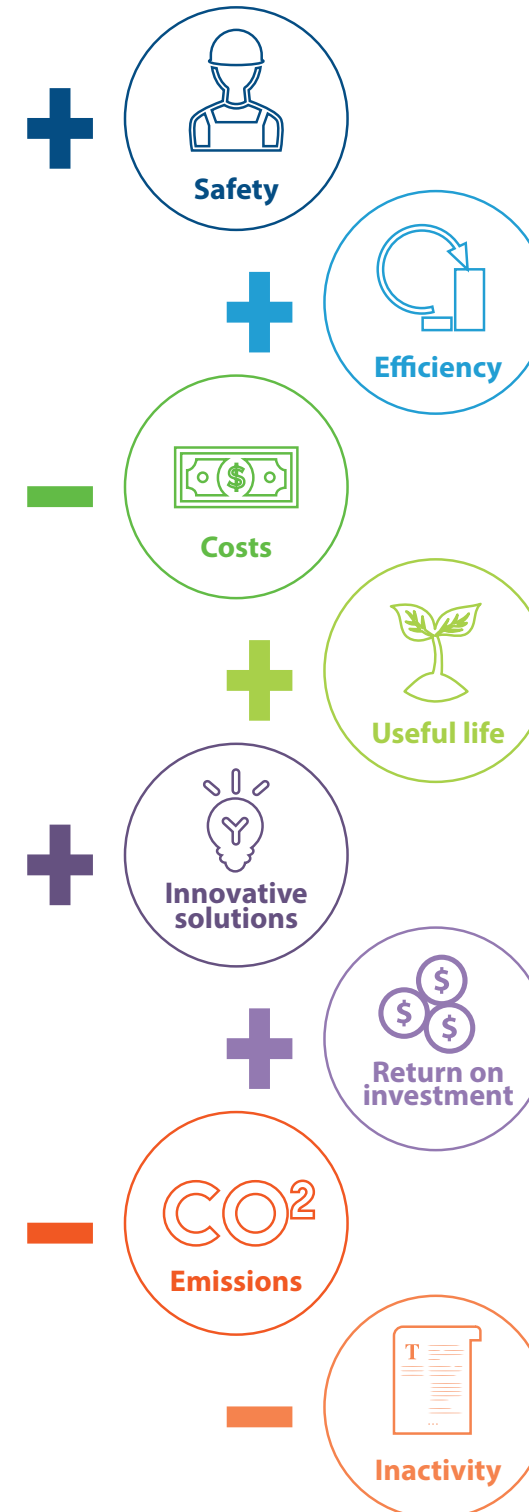
From pumps and valves to gearboxes, turbines, and complete power generation facilities. We design, manufacture and repair, both original Stork equipment and third-party equipment worldwide.



## Operations

Operations Stork services assume the operative responsibility of production processes and provide customer support, from material handling, including the manufacturing processes, to the packaging and shipping of the products.

## We provide concrete benefits to all our clients:



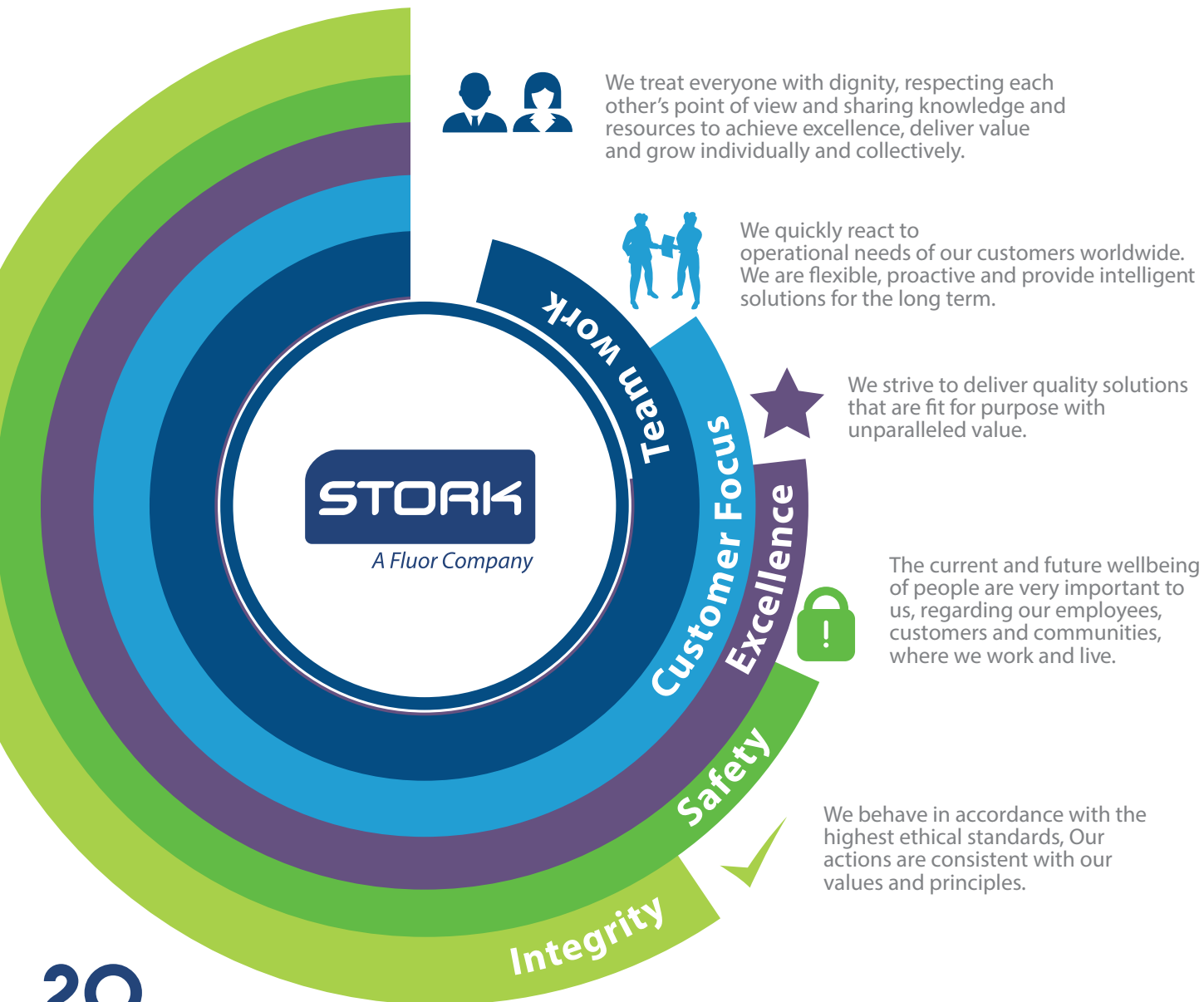
# Our Purpose

*We are a well-connected, informed, diversified, and data-driven organization to continuously improve our clients' performance and setting standards of excellence.*

## What is important to us

GRI 102-16

To "be the industry reference. Every day, everywhere" Stork's corporate values allow us to be one in our beliefs, in how we work, in the language we use, and the messages we convey to each other and those around us.

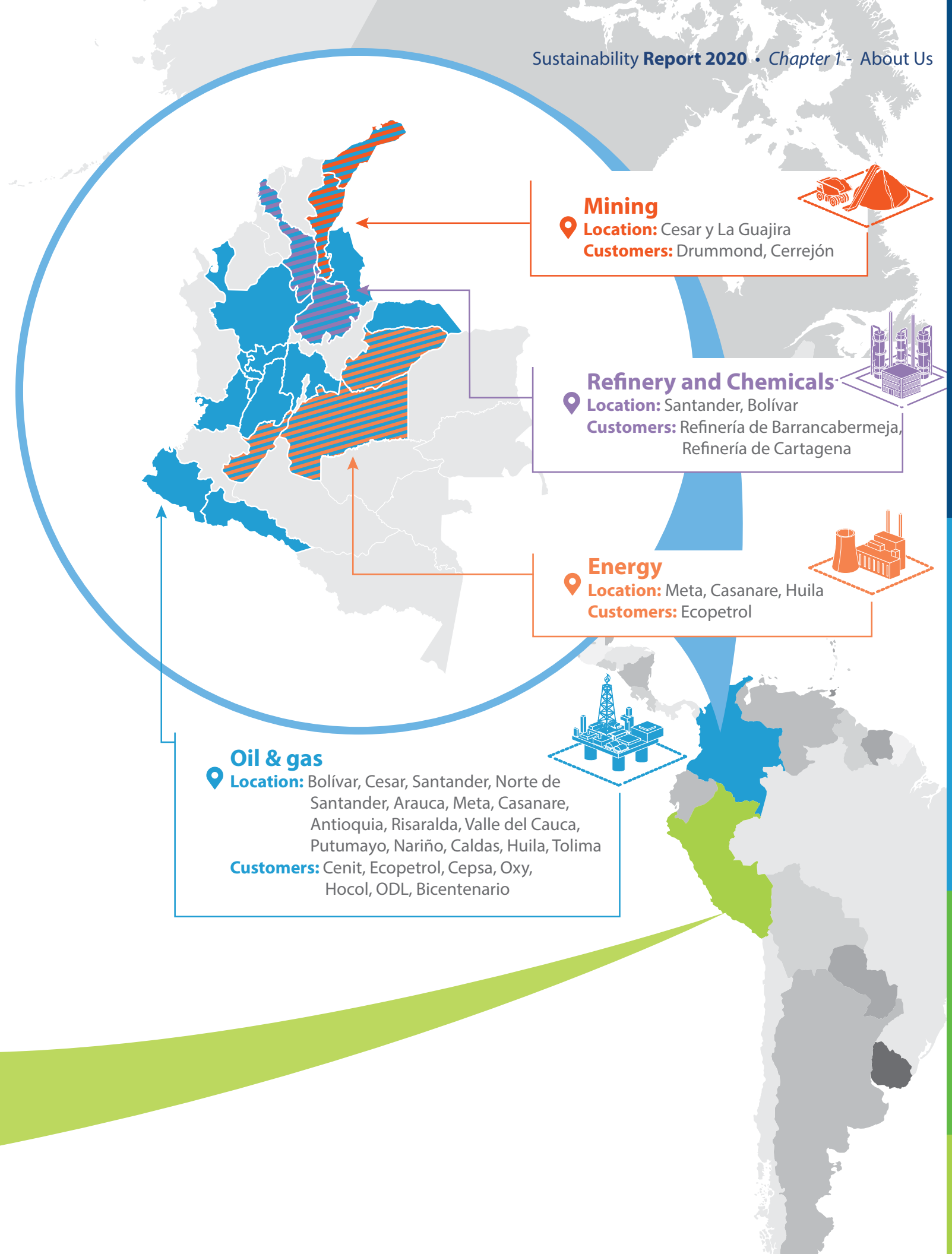


*Our transformation pillars drive us to an organizational culture focused on:*



# Our presence in the market

GRI 102-3 / 102-4



# Achievements and Recognitions

2020 stood out for the need to innovate and adapt to the conditions that set the global health contingency. Our Company once again demonstrated its outstanding ability to continue working with quality, for this we were recognized in:



• **SPE Colombian, Women in Energy Win Awards 2020** awarded the **Excellence in Social Responsibility Award** to Stork for our work in the construction of sustainable territories through the implementation of social management programs that aim to promote education, focus on the local workforce, and support those with the greatest needs.



• **SPE Colombian, Women in Energy Win Awards 2020** awarded the **Woman Leadership Award** to Olga Farfán, our Continuous Operational Improvement leader for being a high-impact woman in the oil and gas industry throughout her professional career.



• We were recognized by the **Society of Petroleum Engineers Colombia Section** with the **Machin de Oro** award in the category Development of Gender Inclusion, Equity, and Diversity initiatives, in recognition of our support for the construction of a more inclusive, equitable, and diverse industry and society.



• We contribute to the reduction of the unemployment rate in Antioquia thus, the **Agencia Pública de Empleo Comfenalco Antioquia** recognizes us for contributing to the development of the region and the country, providing opportunities to people who are part of the direct area of influence of our projects.



• We were recognized as **Gigante Cerrejón**, in the Security, Health, Social and Environmental Responsibility category. Stork participated in the organization and logistics for the delivery of more than 15 thousand food supplies to the neighboring community of Cerrejón, as an aspect of mitigation of the health emergency produced by COVID-19.



• The **Ministry of Energy and Mines, The National Hydrocarbons Agency and the National Mining Agency** recognize Stork for sharing the initiatives in the third version of significant experiences in environmental and social management of the energy mining sector. It demonstrates the commitment to the sustainable development of the territories and knowledge management.

## Excellence Seal

To achieve their results, Mecánicos Asociados (MASA) and STORK Holding B.V Sucursal Colombia have as its central axis the systematic handling of quality management, safety, and health at work, environment, processes security. With world-class performance principles that support our certifications, accreditations, and stamps awarded by internationally recognized organizations.

### CERTIFICATIONS

**ISO 9001: 2015:** Quality Management System

**ISO 14001: 2015:** Environmental Management System

**OHSAS 18001: 2007:** Occupational health and safety management system



### ACCREDITATIONS

**ISO/IEC 17025:2005:** Conformity Assessment to its calibration laboratory



### STAMPS

**ASME U**

**ASME S**

**NATIONAL BOARD (NB)**

**NATIONAL BOARD (NR) R**

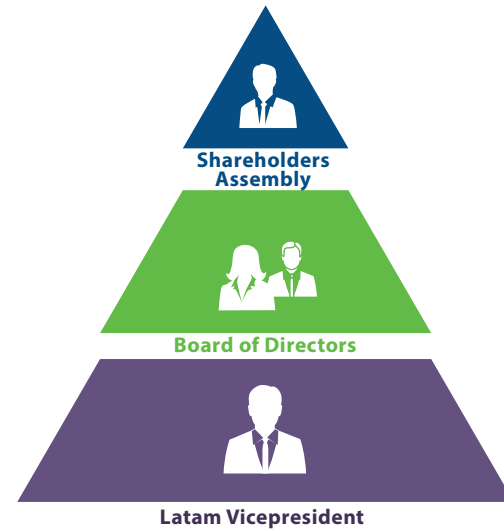


# Corporate Governance

GRI 102-18 / 102-19

We seek to build trust with our stakeholders through the implementation of good corporate governance practices. The Shareholders Assembly, Board of Directors and Latam Vicepresident are the senior management bodies of Corporate Governance in Stork. They ensure the interests and fulfillment of value promises and Colombian legislation. Management aims to ensure honesty and transparency while meeting strategies and goals, positioning Stork as the industry reference.

The governance bodies in charge of leading the enforcement of corporate governance are:



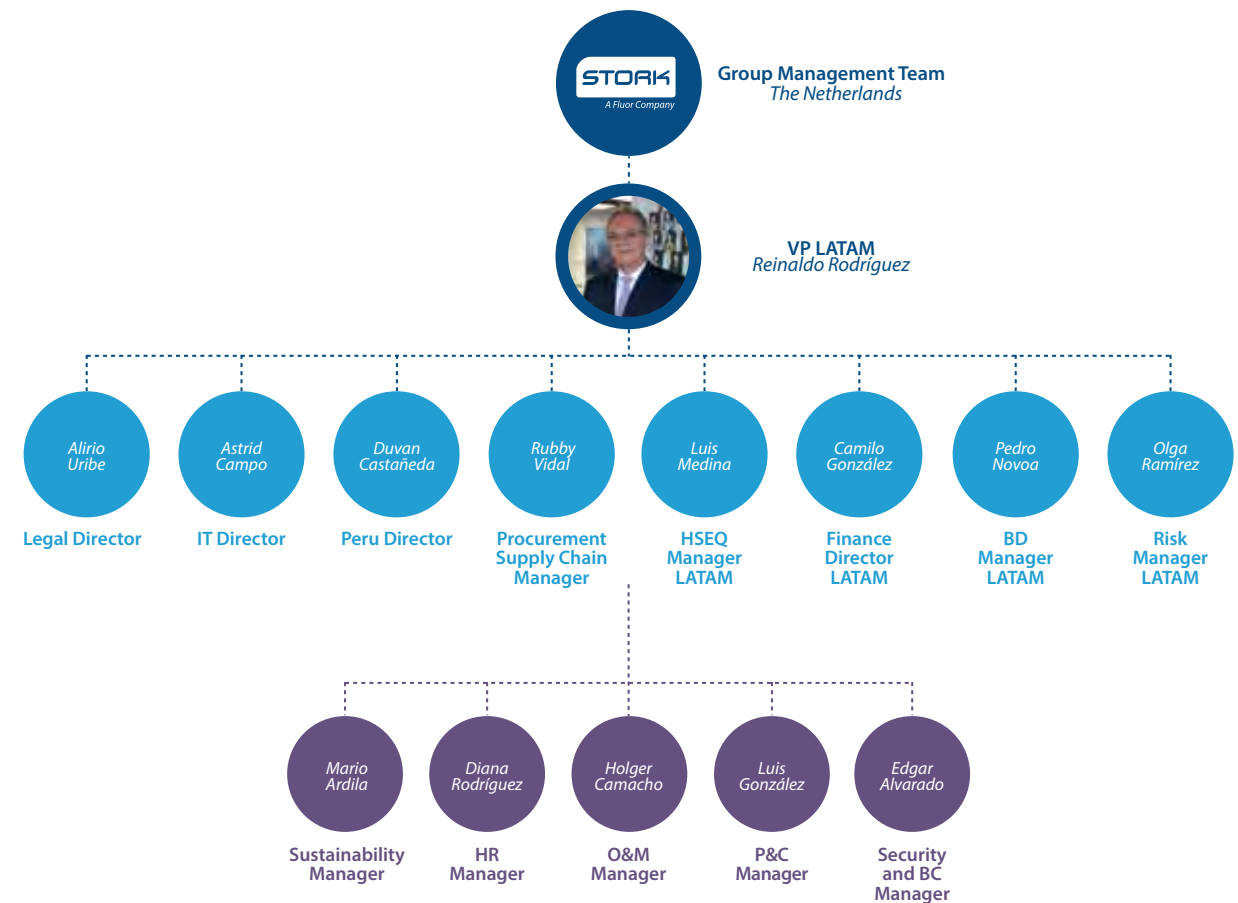
MAIN MEMBERS	ALTERNATE MEMBERS
Taco de Haan	Alejandro Escalona
Lot Van Der Wal	Reinaldo Rodríguez
Patric Jansen	Camilo González



During 2020, Sandeep Sharma left the organization and his position on the Board of Directors was filled by Lot Van Der Wal, this being the only change in the Board of Directors during the relevant period.

In addition to the Board of Directors, where the main business decisions of the company are made, there are the following management committees:

- LATAM REACH STEERING COMMITTEE
- STRATEGIC TEAM COMMITTEE
- LATAM PRM FINANCIAL COMMITTEE
- COVID-19 STRATEGIC COMMITTEE



Regarding the organization structure, during 2020 there were the following changes: Reinaldo Rodríguez became Latam Vicepresident. HSE and PSCM became regional.

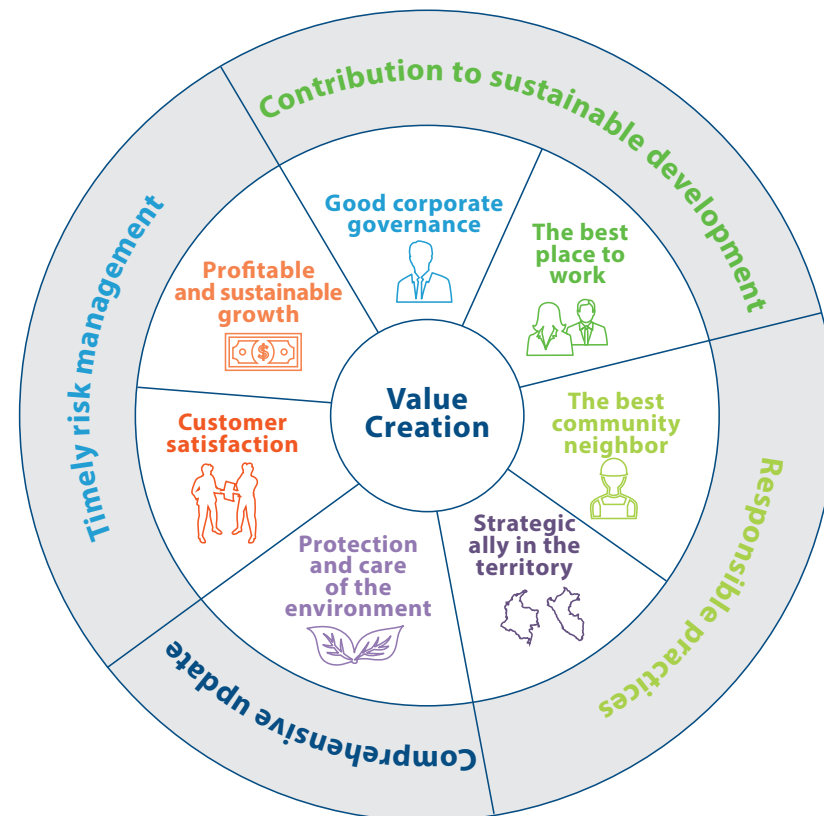


# Stork Sustainability Strategy

GRI 102-44; 102-46

Our sustainable development approach is an integral part of Stork's business strategy and transversally directs all our actions to the generation of value for both the Company and society. The corporate social responsibility model that we have developed has as fundamental pillars of our stakeholders' relations respect, equitable relationships, integrity, and transparency, to achieve our highest goal to create value and mutual benefit through the construction of trust and credibility.


During 2020, we strengthened the new relationship process, to ensure that our value promise with our stakeholders is stronger to achieve links that respond to the real needs of our interlocutors. The structuring and strengthening of our Corporate Social Responsibility model allows us to advance towards the objective of become effective in understanding and managing the needs of our stakeholders and strengthening, on all fronts of the Company, the comprehension of the impacts generated on Stakeholders.



# Stakeholders

GRI 102-40; 102-43; 102-44


The identification and permanent dialogue with our stakeholders is the main base for corporate sustainability strategy management. We prioritize our stakeholder's expectations according to our impacts. We have also established interaction levels and defined appropriate communication and relationship channels based on legality, opportunity, respect, integrity, and transparency principles.



**SHAREHOLDERS**  
We generate economic value in a trustable environment, growing with profitability, applying the best corporate practices and adequately managing risks

**Relationship channels:**


- Representation in the Corporate Governance bodies
- Meetings



**CUSTOMERS**  
Meet our customers' needs and expectations by becoming a partner and strategic ally for life.

**Relationship channels:**


- Satisfaction measurement system
- Commercial network



**GOVERNMENT AND SOCIETY**  
We contribute to the strengthening of spaces for dialogue that favor the business objectives, and the local and national needs.

**Relationship channels:**


- Participation in regional open tables
- Attendance to meetings and control requirements



**EMPLOYEES AND FAMILY**  
We promote the personal and professional development of employees through a balance between work and family life, in safe and inclusive work environments.

**Relationship channels:**


- Ethics line
- Intranet, email, direct communication
- PQRSF Channel
- Coexistence Committee
- JOHSC



**UNION**  
We ensure the right to freedom of association of all our employees, always looking for an open and constructive dialogue

**Relationship channels:**


- Periodic monitoring meetings
- Ethics line



**COMMUNITIES AND SOCIETY**  
We respect the cultural, political, social and economic diversity in the territories and communities where we work, aiming to generate mutual benefit relationships.

**Relationship channels:**

- Periodic meetings
- Open offices
- PQRSF channel
- E-mail



**PROVIDERS**  
We look for the strengthening and alignment in responsibility issues

**Relationship channels:**

- Providers portal
- Ethics line

# Materiality analysis

GRI 102-47

At Stork, we identified 21 material issues to manage as priorities defined according to the business strategy. We looked for a balance between our stakeholders' expectations, the organization's strategic guidelines, global risks, our customer needs, and trends in the market sectors where we are present.

The update of the material issues was carried out in 2019, taking into account:

1. Identification of the regions with the presence of our operation and higher impact.
2. Identification of stakeholders.
3. Dialogue with our stakeholders.
4. Qualification of results for differentiation of important aspects.
5. Prioritization and alignment of our stakeholders' expectations with the strategic lines of the organization.
6. Validation of the 21 material issues before the steering committee.

Strategic lines for the organization:

\*Strategic and corporate guidelines alignment

\*Reputational consolidation

\*Risk mitigation

\*Operating continuity

MATERIALITY	CATEGORY	MATERIALITY ISSUES	COVERAGE OF THE MATERIAL ISSUE
FINANCIAL	FINANCIAL PERFORMANCE	Estrategia y desempeño financiero	INTERNA
		Financial strategy and performance	INTERNAL
		Risk Management	INTERNAL
	STRATEGIC SUPPLY	Operational Excellence	INTERNAL/EXTERNAL
SOCIAL	OCCUPATIONAL HEALTH AND SAFETY	Participation of local markets	EXTERNAL
		PEOPLE (Culture of self care and safe behavior)	INTERNAL
		PROCESSES (Process Safety)	EXTERNAL
	ETHICS AND TRANSPARENCY	Culture of ethics, integrity and compliance (People)	INTERNAL/EXTERNAL
		Anti-corruption (providers)	INTERNAL/EXTERNAL
	EMPLOYEES AND WORKPLACES	Employability (Stability)	INTERNAL
		Growth and development	INTERNAL
		Wellbeing	INTERNAL
		Union Relations	EXTERNAL
		Equity, inclusion and diversity	INTERNAL
	COMMUNITIES	Citizen participation	INTERNAL/EXTERNAL
		Social initiatives (Improvement of skills, social infrastructure improvement, solidarity actions and education)	EXTERNAL
Relations with the surroundings		EXTERNAL	
Human Rights		INTERNAL/EXTERNAL	
MOL Priorization and Contracting		EXTERNAL	
ENVIRONMENTAL	PROTECTION AND CARE FOR THE ENVIRONMENT	Actions on climate change	INTERNAL/EXTERNAL
		Protection and care of the environment	INTERNAL/EXTERNAL





We work to provide opportunities, in hiring labor and local goods and services, in the territories in which we are present. Trying to stimulate local economies, strengthen their populations, and empower the inhabitants.



The Company's commitment to reduce the carbon footprint.



Environmental actions that seek to reduce the cost of water and energy by being efficient and responsible with their consumption.



We carried out the assurance of our processes, ensuring the care of the environments where we are present.



We base our relationships with stakeholders on transparency and respect.

Our mechanisms for reporting and dealing with corruption cases are constantly updated and disclosed to our collaborators.

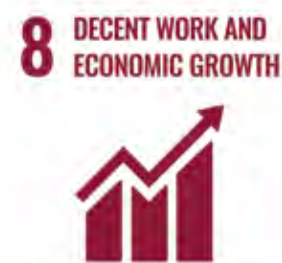
We provide constant and truthful information to our stakeholders to respond to their concerns and needs.

GRI 102-47

The creation of the new Sustainability Management during 2020, committed The Company to align itself with the road-map set by the United Nations, to design strategies and action plans focused on responding to this global challenge. MASA and STORK seek to join these transformative initiatives; next, we list the SDGs in which it has an intervention with our plans and programs:



We contribute to the health promotion and disease prevention of our stakeholders.



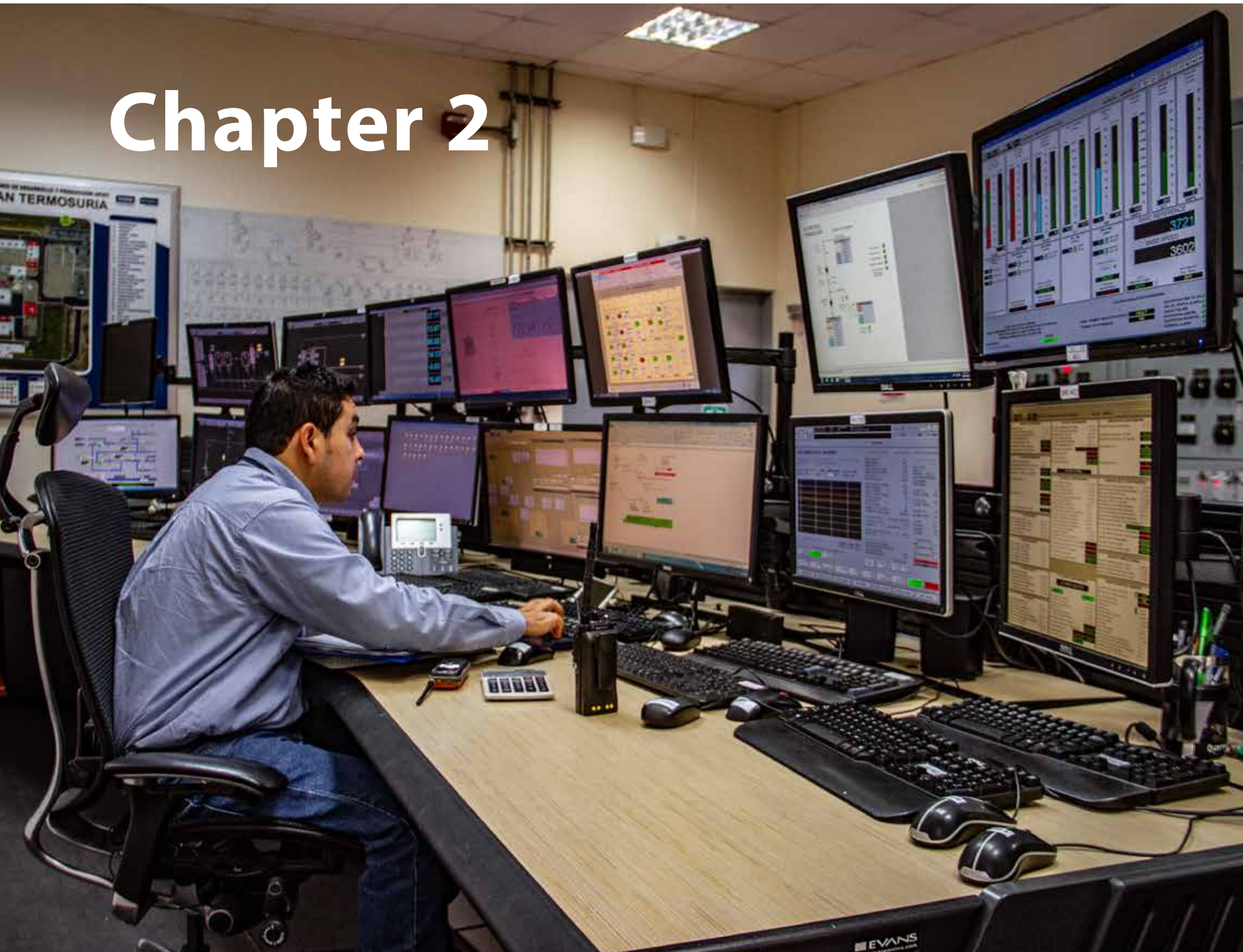
We hire skilled and unskilled labor directly.

We provide security through the implementation of high security standards for the protection of our collaborators.



We properly manage our value chain and contracted with local suppliers and contractors.

# Chapter 2



## SUSTAINABLE GROWTH

*We are recognized as strategic allies by our clients for the operation and maintenance of their assets.*

**STORK**

A Fluor Company

# Financial Performance

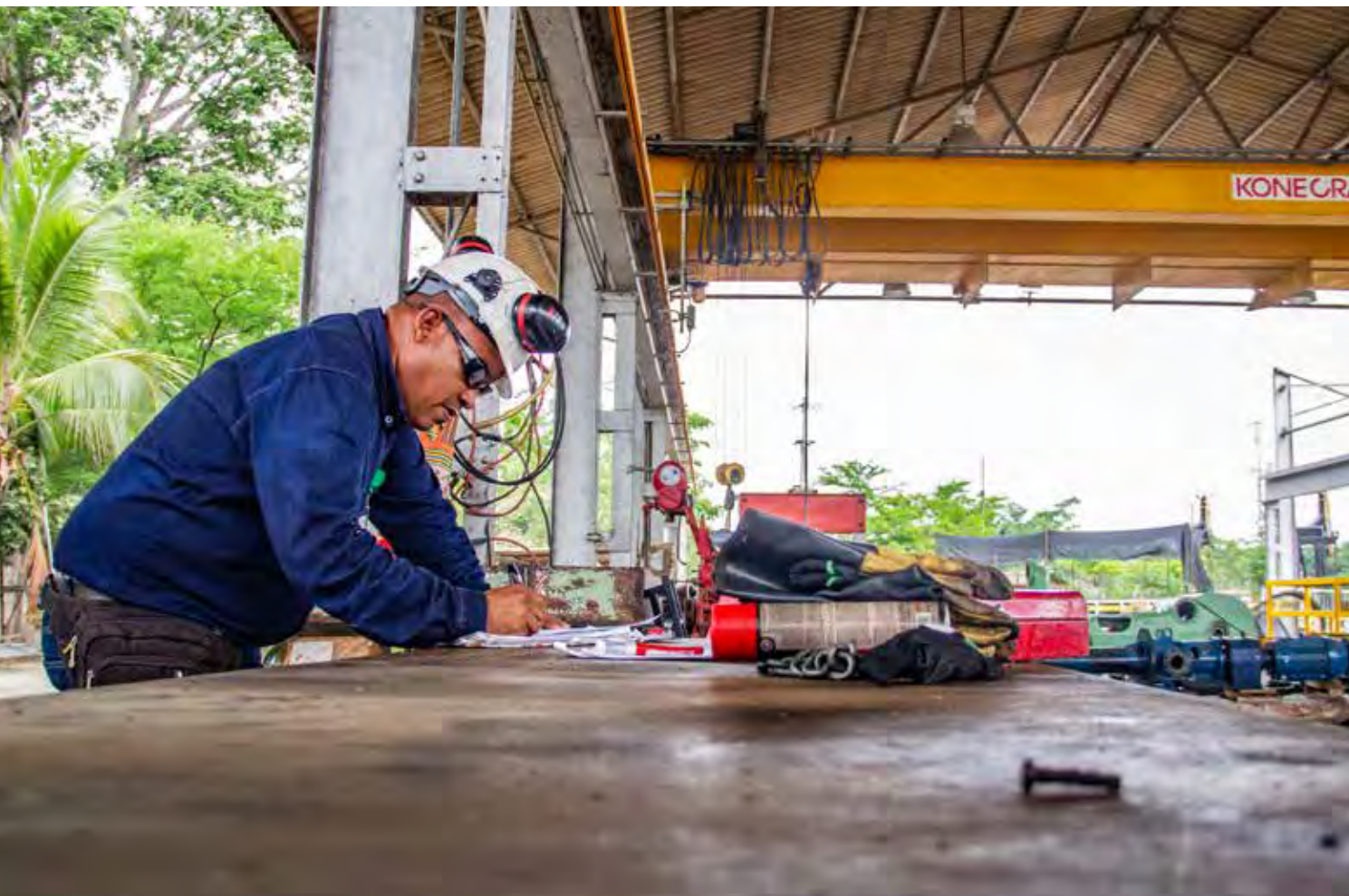
## Purpose

GRI 103-1 / 103-2 / 103-3

The objective of the Finance area is planning, executing, and analyze the Company's finances in the constant exchange of capital in the market. This structure allows management and advice in decision-making at all corporate levels, generating value at Stork and guaranteeing an economically sustainable model.

## Risks and opportunities

The year 2020 had as main focus for Stork the discipline of capital. The optimization of our billing processes, accounts receivable and accounts payable, as well as a control in investment plans. Through continuous improvement, we were able to reduce our operating cost compared to 2019.

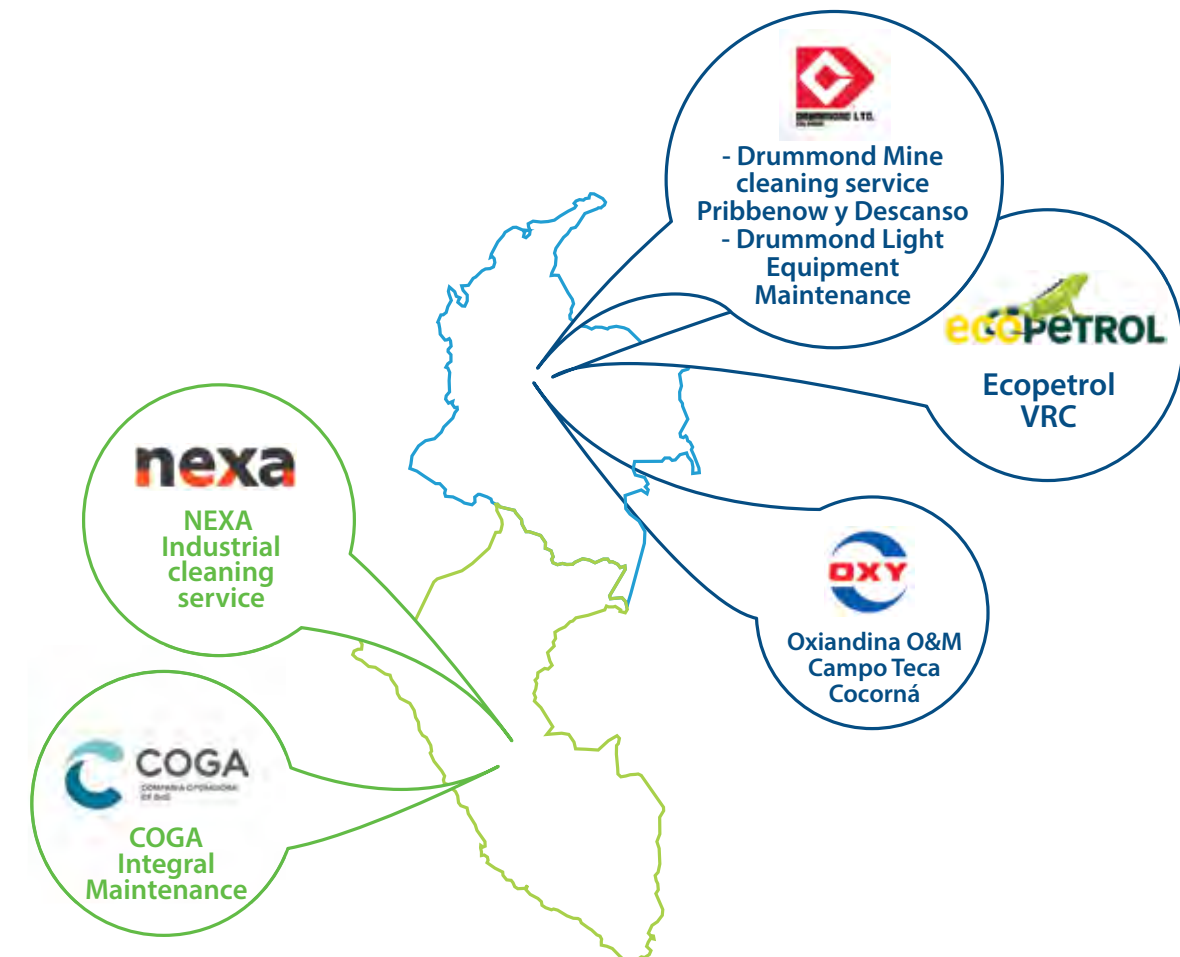


## Performance and progress

2020 was an atypical year for the global economy. The pandemic triggered a sharp slowdown in global economic development. Our most important market, Oil & Gas, was undermined as its participants decreased, postponed, or even canceled, their investment plans. During the first half of the year, the decrease in demand for crude oil due to the slowdown in the sectors that require it as raw material, generated a sharp fall in the price of this commodity, which triggered a general crisis in the sector.

Despite this, Stork developed a cost-control plan, ensuring its position as a strategic partner of our most important clients, supporting the integrity assurance of our allies' assets and thus, the production and transportation of their products. These measures helped to face the global situation successfully.

Stork's credibility and positioning had support despite the current economic situation, allowing the assurance of income generation in the short and medium-term, obtaining backlog to execute in the next five years. Among the main contracts obtained during the year, we have:





# CHALLENGES





## 2021 presents new challenges,

with a market in a stabilization phase, but with uncertainties about the recovery rate of the global economy and the performance of the sector. For this reason, the company is basing its strategy for 2021 on three main pillars, framed within the “Value Improvement Plan”:

The Company's income, however, had a greater impact. That occurred mainly by the mobility restrictions generated by the bio-security measures established by local governments, added to the prioritization of expenses by our main clients, and the consequent postponement of potential projects for the execution of Stork.

Despite these unfavorable conditions and in addition to the cost control plan, Stork implemented a process optimization strategy focused on increasing productivity, affecting the employment contracts of our employees as little as possible.

Stork's financial area strategy was based on four premises that, during 2020, they achieved:

 <p><b>Commitment and value added</b></p>	 <p><b>Cash as approach</b></p>	 <p><b>Minimum Complexity</b></p>	 <p><b>Compliance and Control</b></p>
<p>We achieved the regionalization of the Project Control processes and procedures, generating standard control policies and measures, which ensured our savings and cost control policies.</p>	<p>Optimization of the Company's balance, through the improvement of internal billing processes, and the achievement of capitalization of the Head Office, reducing the levels of debt with third parties.</p>	<p>Implementation of a standard ERP in the region, reflected in the deployment of SAPbyDesing in Colombia and Peru, standardizing operational and financial processes.</p>	<p>Establishment of SOX controls in Peru, aligned with the controls and procedures already established in Colombia.</p>



With this strategy, we expect the **automation and optimization** of manual processes, regionalization, and centralization of back-office teams and capital optimization plans.

# Ethics, integrity and compliance

GRI 102-16 / 102-17

## Purpose

GRI 103-1 / 103-2 / 103-3

Ensure adequate relationships aligned with the corporate strategy and the business operating model, with the different stakeholders, adding value during the evaluation, mitigation and management of legal risks and compliance associated with Stork's activities in Latam.

For this purpose, it is sought to accomplish in a primordial way, motivating a culture of **ethics and transparency** in the daily behavior of workers and other stakeholders, as well as the culture of **prevention** around legal and compliance risks.

## Risks and opportunities

We detect coverage as the main risk to ensure assertive communication of the message. This, associated with the constant growth of the Company in different business lines and geographies that implies a significant increase in workers to reach, new idiosyncrasies to ensure delivery assertiveness of communication and additional areas to include within logistics, all of which contrasts with the limitation of human, technological and financial resources.



## Strategy

At Stork, we ensure that we conduct our business activities in a fair and honest manner, and we interact ethically with each person involved, including our employees, customers, providers, governments and communities.

Our Code of Business Conduct and Ethics is a guideline to ensure the highest standards of transparency. We have global risk-based policies and practices designed to prevent and detect misconduct. Global "key" compliance and ethics policies include:



It is possible to see the company's commitment to open communication between employees and the management team. It invites and facilitates conflicts and concerns resolutions.



In which the workers are asked to reveal any potential or real conflict of interest.



Which prohibits the payment or receipt of bribes from third parties, public or private, among others.

*Stork is committed to providing its services under the highest standards of ethics and good conduct. The Compliance team supports the structuring of corporate policies to align with this purpose. We also promote the generation of an ethics and transparency culture.*

## Performance and progress 2020

- Corporate culture strengthening around ethical and transparent management, by expanding coverage within the Company
- Ensuring alignment between the different home office codes, policies, and procedures, with local realities and applicable legislation
- Bring the message of ethics and transparency outside the Company to different interest groups to help in the joint task of "building a country"

During 2020 we carried out the Annual Ethics Certification for 100% of the Company's non-operating workforce. Likewise, our collaborators received virtual training on the Code of Conduct and Ethics. Additionally, we held virtual talks on the different compliance policies for operations and other support teams. We provided training to the management team on the risks of corruption, money laundering, and terrorist financing.

*In the Company, 31 cases were reported, 28 in Colombia and 3 in Peru. 4 investigations were carried out in Colombia for possible fraud and 1 in Peru, which, after the application of due procedure, were closed with no negative findings.*



## 2020 Performance and progress

Attending the high-level priorities and intentions of the business, defined in the global corporate planning and to strengthen our performance management culture, in April 2020, after more than a year of interdisciplinary work and thanks to the support of the Team Regional Executive, our Balanced Scorecard Colombia and Peru came into operation.

The above synthesizes the “Lagging Management” approach that we gave to our Balanced Scorecard in 2020 as the first step to strengthen our performance culture, ensuring compliance with the goals associated with performance indicators.

### LEADING KPI's Board

Key performance indicators that reflect managerial commitment and visibility to continual improvement of business performance can predict future success.



### LAGGING KPI's Board

Key indicators that measure past performance against the objectives we have defined; that is, "The current state of the business."

## Balanced Scorecard

### Purpose

GRI 103-1 / 103-2 / 103-3

Strengthen our Management Review Process with a set of tools widely known in the management field of different industries. It allows us to deploy the current corporate strategy at the local level in a structured, balanced and effective way and translate it into business objectives framed in four dimensions: financial, stakeholders, business processes, and learning & growth.

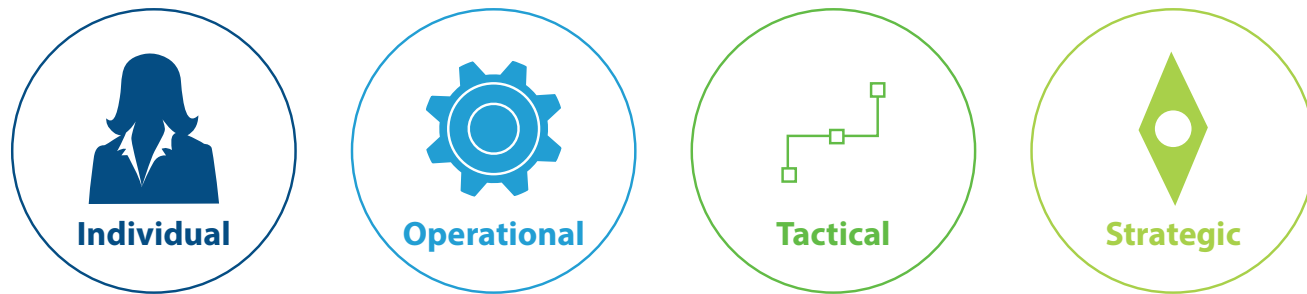
### Risks and opportunities

We are systematically measured through key performance indicators (KPIs), thanks to descriptive/predictive analytics tools and models. When comparing these with the set goals, leaders and their teams can support decision-making, visualize and prioritize relevant aspects that require attention, predict and implement tactics and actions to anticipate potential situations. Consequently, we maximize capabilities to meet the expectations of our stakeholders and continuously improve business results at all levels.

*Beyond strategic alignment and results, we seek to build our performance culture together, every day, everywhere.*



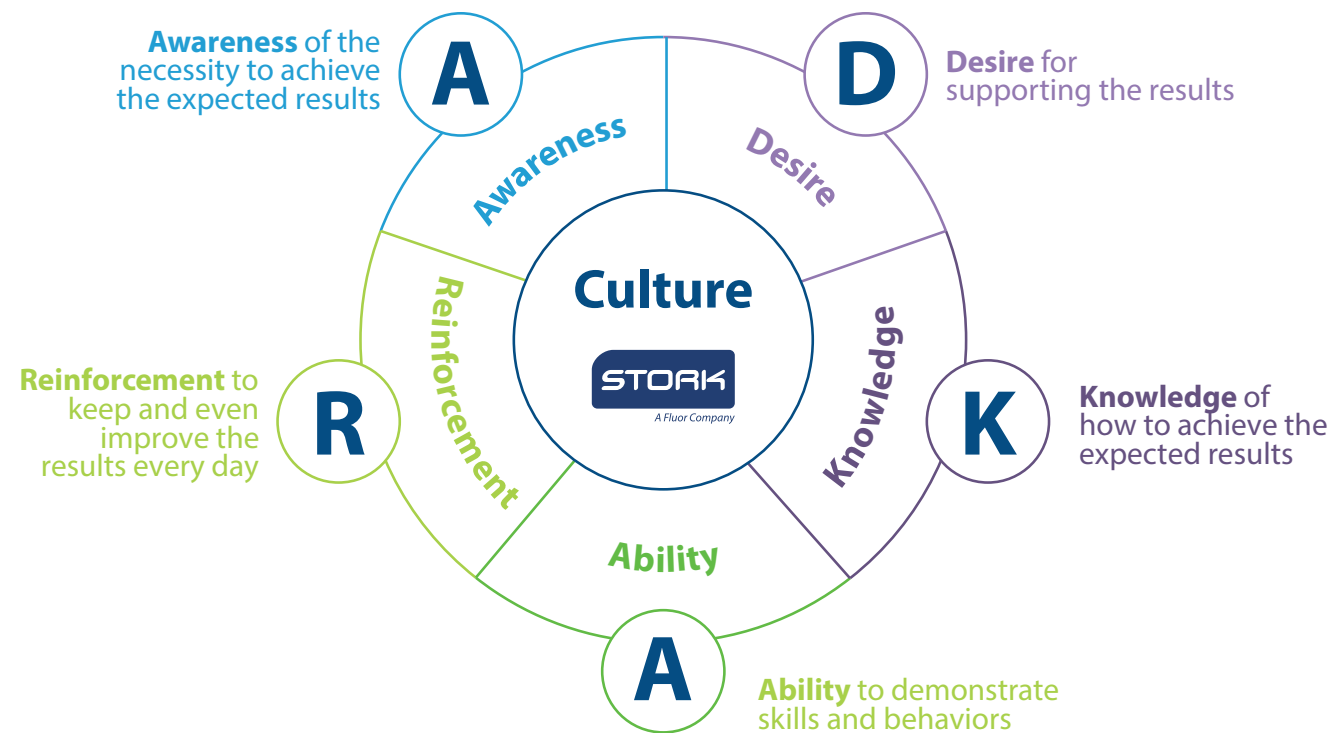
As planned, we implemented and progressively positioned the Balanced Scorecard Colombia and Peru as a tool to present and analyze results, and make estimations, and support strategic, tactical, and operational decision making by the leaders and their respective work teams.



We will generate a cultural change focused on performance management using the ADKAR methodology:

### Performance Management Culture

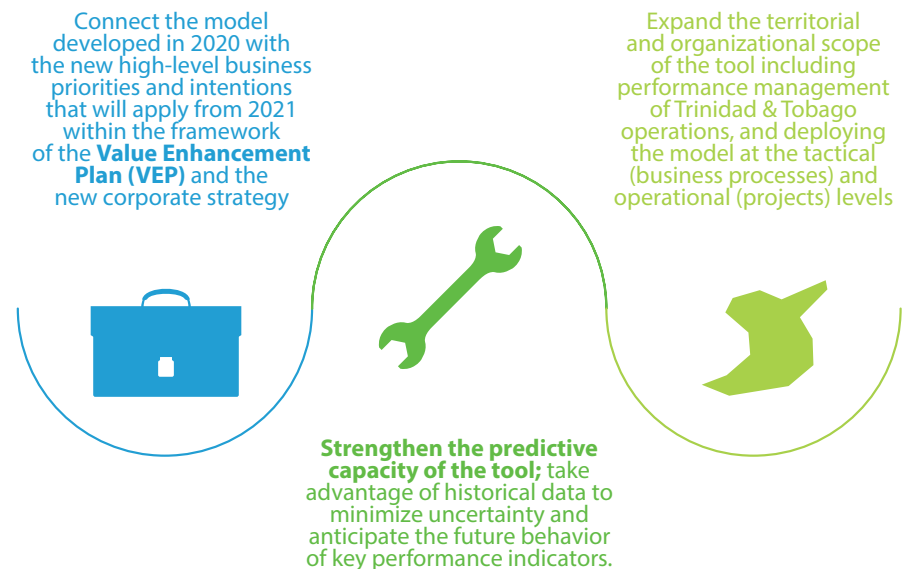
ADKAR methodology



Our model takes the results delivery methodology (ADKAR)

# CHALLENGES

In 2021, we will address three challenges:



From 2021, we will have two strategic management dashboards. The first is new and from now on it will allow us to monitor the Leading indicators and the second is the one that we have been developing since 2020 and which allows us to visualize the results of our lagging indicators.

The above will help us complement the “Lagging Management” approach addressed during 2020 with the “**Leading Management**” approach. It will allow us to demonstrate the commitment and visibility of our leadership team with the establishment of tactics, actions, and initiatives that let us continue positioning ourselves as **“The industry reference. Everyday, Everywhere”**.

# Supply chain

## Purpose

GRI 103-1 / 103-2 / 103-3

Guarantee that the Company's acquisitions of goods and services are carried out within a framework of transparency and equal opportunities, meeting the operational needs and those of our clients, favoring local acquisitions, and building equitable and valuable solutions with the market.

## Risks and opportunities

2020 was an atypical year for supply chains, from the need to operate remotely to the management of both operational and supply uncertainty generated by the health emergency as a result of the COVID- 19. Under this environment, we focused risk management on four areas:



**1. Relationship with suppliers:** we carried out approaches in 2 regions of the country, in the north in Cartagena and the south in Putumayo. As a result of these agreements, we have relationships with 79 new companies, and to date, we have entered into agreements with 7 of them.

**2. Financial Management:** we are preparing for the implementation of the new Fair Payments law (Law 2024 of July 23, 2020) to ensure its compliance and management. At the end of 2020, we identified 14 providers covered by this law. We expect that the number will increase by 2021.

**3. Operational Articulation:** we ensure the supply of goods and services in projects, through continuity in our commercial relationships with suppliers and contractors and finding innovative ways to continue providing services in the context of the pandemic. This aspect corresponds to the greatest challenge that we constantly face in the supply chain, referring to the satisfaction that we must provide to our internal client, maintaining the balance between opportunity, quality, and costs in the goods and services acquired. It requires a high degree of alignment with the Company's operations and permanent communication with our users in such a way that we

can react on time to the manifest needs, finding cutting-edge alternatives in the market that contribute to the construction of the Company's goals.

**4. Price volatility:** From the point of view of supplies of goods and services, during 2020, we faced challenges never seen before. Given the conditions imposed on us by the pandemic during this year, we strengthen relationships with our strategic allies, seeking ways to face this new reality. As lessons from this situation, we learned to do things differently, we met new players in the market and we ratified that the path we undertake must definitely lead us towards building lasting business relationships with our strategic allies.

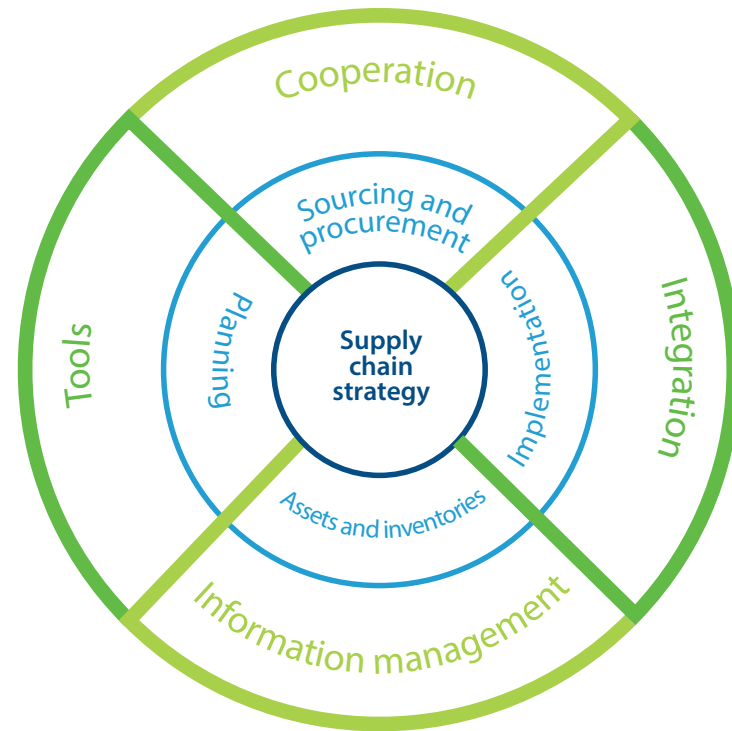
The opportunities associated with the aforementioned risks allowed us to:

1. Homologous products identification.
2. Expansion of the supplier base at national and local level to ensure supply.
3. Implementation of commercial agreements that guarantee operational continuity.



# Sourcing Strategy

Develop agile, safe, and sustainable supply processes that guarantee the profitability, continuity, and efficiency of projects.



Our approach is to develop the planning, sourcing, and procurement processes, execution, inventories and assets, and closing contracts efficiently, implementing the best practices in the industry, and understanding the social and cultural environment of the areas where we operate.

## Transformation



During 2020, we adjusted our strategy and roadmap of the function and as a result we developed the following plan:

## Organization

We strive to find people with the best skills in the job market. We identify and manage opportunities for improvement in the skills of our employees, implementing growth initiatives tailored to the needs of the organization.

## Fact-based decisions

We digitize and analyze supply chain information to understand customer needs and offer alternatives that contribute to the development of operations. We offer up-to-date and truthful information to each of those responsible, thus ensuring certainty in business decision-making.

## Strategic Sourcing

We are aware of the supply function's importance in efficiencies generation through the acquisition of goods and services; as well as obtaining savings for the Company in each negotiation.

## Performance Management

We generate value for the organization and avoid incurring unnecessary costs through the search and implementation of cost efficiencies and savings. We define and perform SLA (Service Level Agreements) with our internal clients to provide a better service, aligning expectations and commitments with our clients. We carry out efficient management of fixed assets throughout the organization, finding a way to optimize the available resources and obtain the best costs in the market in the supply of vehicles, locations, tools, and equipment.

## Compliance

We comply with the SOX (Sarbanes-Oxley) requirements and controls through the implementation of an audit program that allows us to permanently monitor the execution of each of the activities that we have defined to mitigate the materialization of the risks associated with the supply process.



# 2020 Performance and progress

GRI 204-1

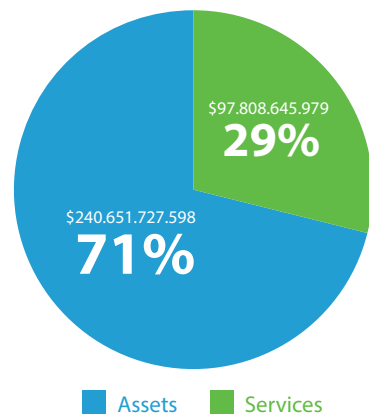
## Colombia

1. Third-party expenses in 2020 had a 14% reduction compared to 2019 expenses due to the reduction of activities and operations by our clients, mainly associated with restrictions due to the pandemic. Even with this reduction, the Company decided to protect the local contracting of goods and services and thus contribute to local economies and reduce the impact of COVID on our operations.

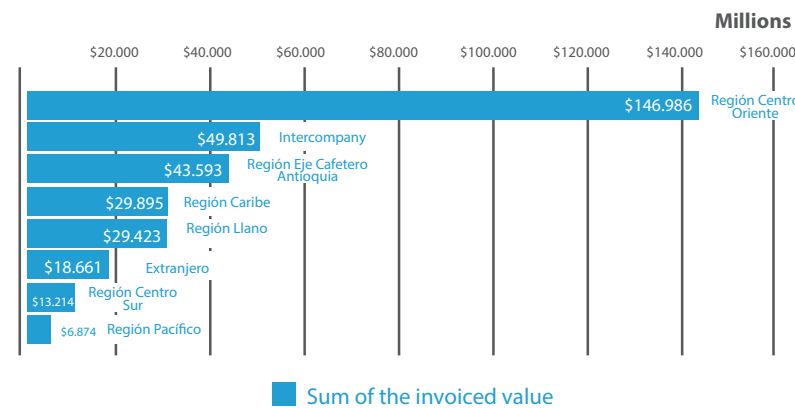
*Local hiring remained at 28%, reducing only 0.4% of local hiring.  
The expense with third parties was 388,460 million pesos.*

Supplier type	Invoiced value	%
Foreign	\$18.661.081.496	6%
Inter company	\$49.813.483.796	15%
Local	\$94.802.597.412	28%
National	\$175.183.210.873	52%
<b>Grand total</b>	<b>\$338.460.373.577</b>	<b>100%</b>

### Assets and services 2020



### Purchased value by regions 2020



2. Implementation and monitoring of SOX controls, for example: inventory reliability, segregation of duties, master data management.

3. Expansion of Supplis Platform coverage (formerly Intelcost) Through the expansion of the solutions supplied by Supplis, we were able to im-

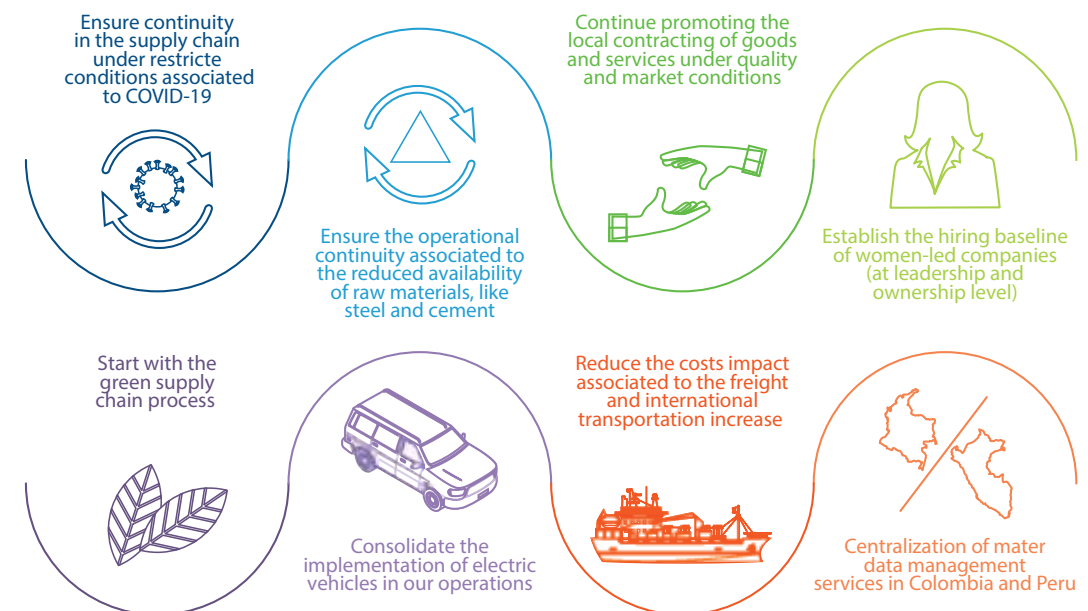
plement solutions that cover the entire supply management; including strategic planning, supplier management, online negotiations, administration, and evaluation of contracts among others. Throughout 2020 we managed to carry out negotiations through the said platform for more than 420,000 million pesos.

4. During 2020, we carried out 3,083 contracting processes, invited 17,469 companies to list, of which 44.9% submitted offers (7,841 bidders), and generated 1,193 contractual agreements. In this way, we achieve transparency and assurance of the contracting processes.

## Peru

80% of the spending with third parties in Peru was USD 3.986 Million (approx 14.76 Million Soles), this expense is represented by approx 80% in suppliers that are based in Lima. In 2020, COGA assigned the CMgP Consortium (Stork has a 60% stake) a 5-year contract for the comprehensive maintenance of the country's gas transportation network. The structuring process of the project began during the 4Q of 2020. It was focused on organizational structure and the implementation of the best supply practices.

# CHALLENGES



## Peru

- 1. Systems implementation:** In 2021 we will be working on the SAP by Design Supplis and PowerBI implementation
- 2. Holding meetings with suppliers**
- 3. Consolidation of the PSCM organizational structure for Stork and CMgP consortium**
- 4. PSCM government structure implementation:** policies, recruitment manual, processes and procedures

# Success Stories and Initiatives 2020

## Supply School



In 2020, we launched a Supply competency development initiative at Stork. Through the Supply School, we were able to share knowledge with 205 Company staff and the certification of 46 employees in the Supply Chain area. The school was carried out with the participation of 17 internal experts and 1 external expert, 40 training sessions were carried out and virtually. This initiative allowed us to strengthen the competencies of our work team and improve their skills to obtain the results we set for ourselves in terms of savings, process optimization, and better negotiations with our strategic allies.

## Regional suppliers meetings North and South Zone

The closeness that we generate as a company to our stakeholders is very important in the supply chain. Our suppliers are our allies and therefore, in our search to be every day more sustainable through the dynamism of local economies, we generated the summits of providers in north zone and south zone, having the participation of contractors with the main objectives:

1. Contribute to the economy reactivation of the north and south regions of the country, through the promotion of interaction among providers and our company.
2. Continue to strengthen relationships with current and new suppliers.
3. Identify commercial opportunities with new suppliers.

This event, organized by PSCM, obtained the support of the supply chain team of Ecopetrol for the development of the business roundtables in each zone.

At the end of the day we got a satisfactory balance as we counted with 79 companies in the business round. 10 of these companies have already signed up as new contractors.

Developing commercial links is essential for our organization and will make it possible to boost local

economies, which will help to assess the current economic situation of the regions and the generation of strategic integration networks with our allies.



# Risk Management

## Purpose

GRI 103-1 / 103-2 / 103-3

Risk management involves proactively managing and controlling activities to minimize adverse effects, providing confidence to meet the expectations of our value offer. At the same time, protect the profitability of the business and generate conscious growth by supporting excellence and generate innovative mitigation strategies for the organization.

## Risks and opportunities

The organizational risk profile changed significantly during 2020, our risk and opportunity management system was tested due to the crisis generated worldwide by the effect of the health emergency due to COVID-19. Stork implemented different strategies that successfully preserved the integrity of the operation.

## 2020 Performance and progress

For Stork, risk management supports the consolidation of corporate strategy through a risk appetite policy. During 2020, Colombia made significant progress in its maturity process, adjusting and fine-tuning attention to priority aspects, becoming more effective. In Peru, there was the strengthening of this integral commercial management until the execution of the operation's growth, resulting in the improvement of the culture in this regard.

### Management and analysis of 29 projects between Colombia and Peru



(Over 50 MM USD):  
7 Colombia+3Peru



(Over 10 MM USD):  
10 Colombia+1 Peru



(Over 2, 5 MM USD):  
8 Colombia

Risk management at Stork has a direct benefit for our stakeholders, achieving:



Business sustainability construction, through stability and growth

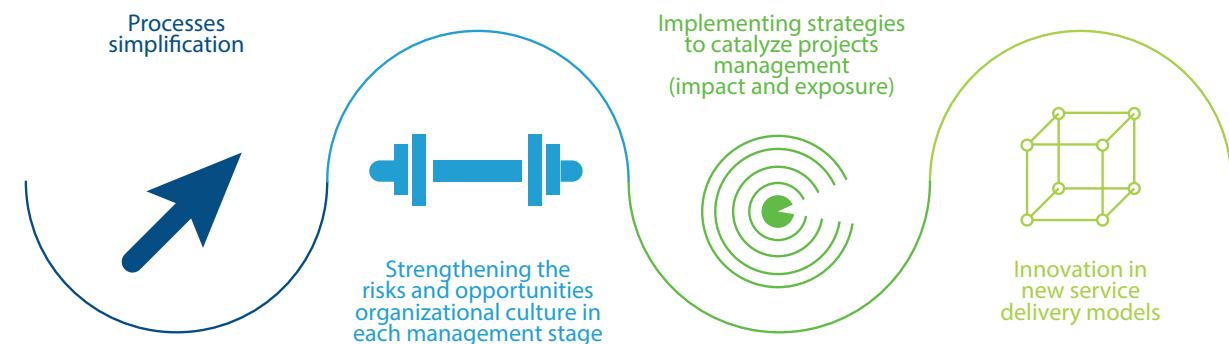


Risks and opportunities monitoring and management to deliver sustainable results



Projects management and control to assist stakeholders

# CHALLENGES



Our 2020. Support and Stabilization

Several joint proposals were analyzed, together with clients, trying to preserve operations. The oil price, inflation, and other economic variables determined our clients' business continuity and consequently of Stork as a service provider company.

The main risks to manage during 2020 were:

- HSEQ & PS Risks
- Sustainability Risks
- Operational & Financial Risks

Main mitigation strategies applied:

- Cross-sectional organizational management plan for the prevention and control of COVID-19.
- Timely and pertinent communication with Stakeholders.
- Innovation of new business models in contingency stage and in permanent operation.
- Cost management and optimization, focused on budget allocation on the essentials.
- Structured, responsible and legally compliant remote-working model.



# Business continuity

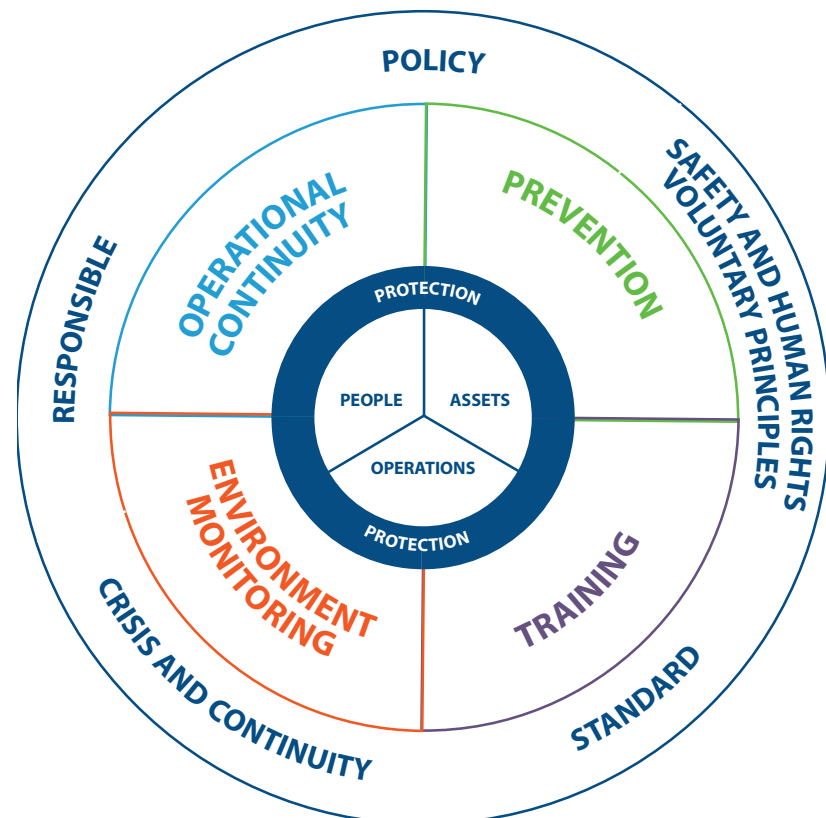
## Purpose

GRI 103-1 / 103-2 / 103-3

The objective of the physical security and business continuity area at Stork is to protect all employees during the execution of their own activities, in all the places where we are present.

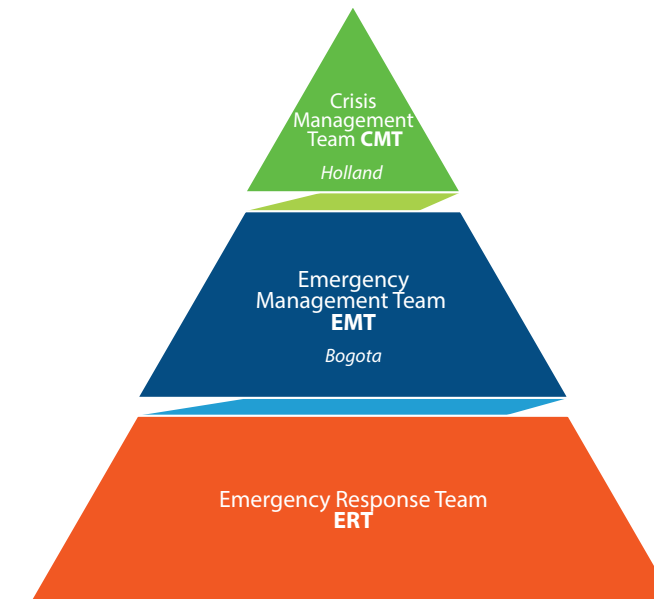
Our physical security model is preventive and is aligned with the home office and framed in compliance with the Voluntary Principles on Security and Human Rights.

We identify and assess risks in the environment for control and implementation. We also encourage the commitment of each employee to ensure their safety and create a self-care culture.



*Zero Human Rights incidents related to public force actions and private vigilance during the development of our operations.*

The security operating model is connected to the Incident Management System, Emergency Support, Crisis Management, and Business Continuity, through a response structure by tactical, operational, and strategic levels, to identify and understand the problems and challenges of crisis management from a preventive and strategic perspective, evaluating the impacts and implications of risk situations in the environment and operations, which can escalate to crises to respond appropriately according to the best practices of crisis management and continuity.



## 2020 Performance and progress

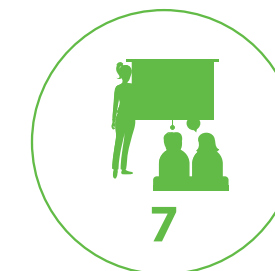
With the implementation of the Security Operational Model and the Crisis Management System and Business Continuity, achieving during 2020:



- 63 internal: 272 participants
- 269 external: 3635 employees trained in a prevention and self-care culture



Crisis teams sessions



Drills performed where 161 employees participated



Vehicle monitoring and staff mobilizations

# Chapter 3



## HAND IN HAND WITH OUR STAKEHOLDERS

*We are part of the daily life of the  
communities and collaborators.  
We are allies and good  
neighbors of the environments  
where we operate*

**STORK**

*A Fluor Company*



# We live life with our communities

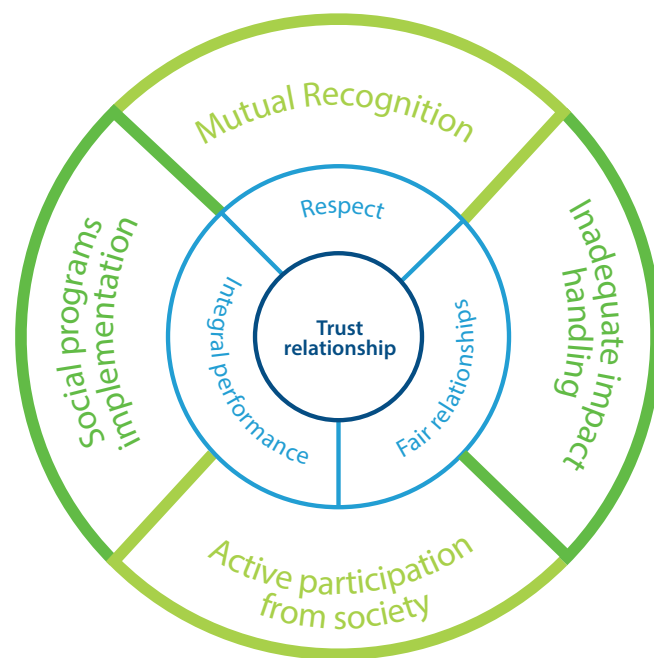
GRI 103-1, 103-2, 103-3

At Stork, we share life with the communities in which we are present. Our highest purpose is to leave a legacy of development and growth in the regions where we operate. For this reason, our commitment is to be allies in the construction of sustainable environments through a transparent relationship, with education as a fundamental engine of development and responsible and comprehensive management of our projects.

As a result, the company deems corporate social responsibility as an essential part of the business strategy.

Our relationship model seeks to build relationships of trust with those around us through a permanent presence in the territory, the implementation of social programs, and strategic actions that allow us to make our purpose come true.

- Spaces for interacting with all stakeholders for a participatory dialogue.
- We have channels to report any situation that threatens the well-being of our communities and other actors in the territory.
- We make our management accountable.



## Risks and Opportunities

Social aspects have gone from being an important issue to becoming a strategic issue. Currently, the social license is imposed on corporate business agendas, seeking actions that allow the generation of value to interest groups.

At Stork we have identified social management as a key element for staying in the territory and for the

successful development of our projects. Among the risks identified, we have detected the violation of Human Rights, misinformation about the impacts and management measures given by the organization, the generation of disproportionate work expectations, the migration of people, the ignorance of leaders and Stork collaborators of our purpose and relationship strategy, dismantling of

the environmental strategy of our clients, among others. For these risks, we have implemented our Social Management Model that seeks, in conjunction with its programs, to respond effectively and in advance to the risks identified, through concrete actions materialized in the territory.



## 2020 Performance and Progress

### Job opportunities generation

We understand that job creation is a relevant issue for our communities, local authorities, clients and other stakeholders. During 2020, our projects far exceeded the provisions of the law regarding the hiring of local labor:



We still do not have an indicator of participation of trained and non-trained workforce in Peru. However, our commitment is hiring personnel from the territories where we develop our projects.

*This indicator shows a reduction compared to the result of 79% in 2019, due to the changes and cuts in services provided by our clients in the framework of the fall in the price of oil and the economic crisis generated by COVID-19 during 2020.*

## Local supplier

The revitalization of local markets through the purchase of goods and services is a fundamental part of our strategy to generate value in the territory. During 2020, we continue to prioritize local purchasing and contracting to reduce the impact generated by COVID-19.

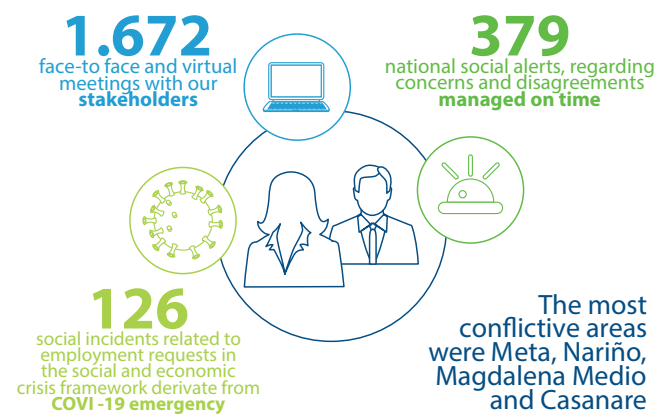
Our projects in Colombia maintained a 28% linkage of local goods and services, presenting a reduction of only 0.4%.

*In Peru, 80% of purchases of goods and services are made from local suppliers that have their operations base in Lima.*

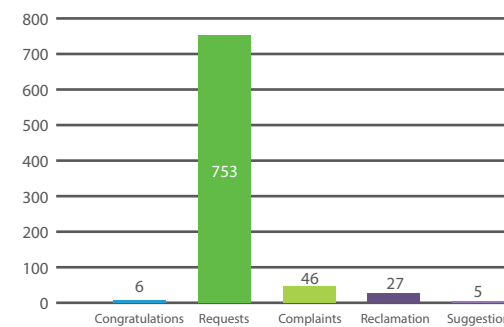
## Citizen participation

To respond on time to our communities and other interest groups, we implemented the citizen participation model framed in accurate and timely information and the involvement of institutional actors and community leaders within the territories.

The new social reality derived from the global crisis due to COVID-19 posed challenges for relations in the territory in Colombia.



### PQRSF by type



*During 2020, we received a total of 837 PQRSF (Spanish abbreviation for Petitions, Complaints, Claims, Suggestions, and Congratulations) in Colombia and Peru, presenting an increase of 17.4% in the total of requests received compared to 2019, with the inclusion of operations from the neighboring country.*

## Responsible Practices

### Human Rights

GRI 412-2; 407-1

During 2020 we focused our efforts on consolidating an organizational culture with a management system that protects, promotes, and guarantees respect for Human Rights and the best corporate practices.

#### • Strengthen the Human Rights management system

- Human Rights Policy as an organizational navigation chart, aligned with the international charter of Human Rights and the declaration of the International Labor Organization, ILO.
- Through installing and strengthening the Company's Human Rights capabilities and the due diligence process.
- Active participation in the Human Rights and Hydrocarbons Committee.

#### • Training and learning in Human Rights

- Generate spaces for dialogue and discussion on Human Rights and Business
- Realization of Campus Stork on Human Rights with thematic Why do we talk about Human Rights in a company that belongs to the hydrocarbon sector?
- Train the staff of each country area to update the advances in Human Rights of the Company.

#### • Trusted relationships with trade union organizations

- Comprehensive compliance with the three collective labor agreements.
- Constant relationship with union leaders
- During 2020, we had 1,947 unionized employees.

*During 2020, no requirements (complaints and/or claims) were received for matters associated with infringements or violations of Human Rights by the organization or its contractor companies.*

## Solidarity actions

The humanitarian crisis caused by the COVID-19 pandemic boosted our organization to rethink its presence in the territories and the focus of its actions. In 2020, we restructured our flagship early childhood education program due to the new realities imposed on us by social distancing and virtuality.

Thanks to this, we are working on a new educational support program for boys and girls to contribute to issues such as gender equality, environment, human rights, self-care, leadership, and integrity.





# Success Stories and Initiatives 2020

## Sowing the future

Within the objectives defined by our Company, we seek to improve environmental conditions and build a culture associated with caring for and protecting the environment among the organization's collaborators and different stakeholders.

During 2020 and within the framework of the corporate volunteering program I AM A VOLUNTARY, we developed the environmental day of tree planting in the municipality of Orito (Putumayo).

The successful activity had the accompaniment and support of more than 52 leaders and community residents, all morning. In this time, the team planted 70 plantules. Stork brought its Social Responsibility and HSE team to organize and execute the activity and guaranteed its support in the personal protection and biosecurity measures of all participants.



Comunidad Orito (Putumayo)  
Proyecto Consorcio Grupo Stork Mantenimiento de Líneas de transporte de hidrocarburos



## Heroes in times of Coronavirus

Intending to know how the children experienced the months of social isolation, from the Stork Sustainability Management we launched the Heroes in Times of Coronavirus contest. We invited girls and boys to count through a story, who their hero was during the difficult times we went through.

The contest was for employees' children between the ages of 8 and 12 from the communities where Stork is present in Colombia.

The contest received more than 50 stories with the participation of children from the departments of Caldas, Antioquia, Nariño, Huila, Santander, Bolívar, Cundinamarca, Bogotá, Tolima, Meta and Casanare.

In the stories and theater plays sent by our young writers, messages of hope, gratitude, an inexhaustible source of creativity, and imagination stood out and filled us with positive expectations for the future and outcome of this situation.





## One day for those who need it

At Stork we work every day to generate value in the territories where we are present through team, integrity and the highest sense of solidarity.

For these reasons and to mitigate the crisis due to the COVID-19 pandemic, during the month of April 2020 we developed the initiative ONE DAY FOR THOSE WHO NEED IT in Colombia and Peru. In this campaign, Stork employees came together through the donation of one day of their salary to support those most in need by COVID-19.

To broaden the scope of the impact, the Company joined the cause by donating twice the amount contributed by the employees to benefit more people.

With very satisfactory results, on April 28 we closed our campaign with incredible participation:



Municipio de Cartago (Valle del Cauca)



Municipio de Barrancabermeja (Santander) Vereda Los Laureles (Corregimiento El Centro) Proyecto Mantenimiento VRG



Municipio de Paicol (Huila) Vereda La Mesa Proyecto Mantenimiento



Municipio de Paicol (Huila) Vereda La Mesa Proyecto Mantenimiento



# CHALLENGES

Implement the education project for Stork social leaders



Develop and implement the project of educational support for Stork children



Strengthen the process implementation of due diligence in Human rights



Align our social and sustainability processes to ISO 26000

# You, our purpose

GRI 103-1, 103-2, 103-3

## Purpose

Attract you, develop you and hold you... our purpose! Because being the industry reference every day and everywhere means having the best talent, with the necessary skills, in the right positions and at the right time.

That is why our goal is to be closer, more practical, agile, and truly effective in designing our processes, ensuring the development of our Company's talent and, consequently, the organizational results.

Working for and on behalf of Stork's people has always been our main driver in Human Resources. For this reason, at the end of 2019 we held our

regional meeting in which, among all the team members, we carried out a strategic planning exercise. As a result of this work, we defined the main work lines for 2020 and redefined our purpose as an area.

*You, our purpose*, became the flag of 2020 and from here each of the initiatives and programs developed in the year were born.

## Risks and Opportunities

Be the Industry Reference Every day and everywhere, borns within our organization. That is why one of Stork's

main risks continues to be attracting, falling in love with, motivating, developing, and caring for the best talent with new capabilities.

We envision another challenge in ensuring the health of our employees, not only physical but also emotional, maintaining contact with all of them, opening new channels to connect and communicate and above all, allow the flow of clear and truthful information. These were key aspects for the operation's continuous work with the least possible impact and for Stork to be a workplace with a stable and safe environment despite the uncertain degree that existed during 2020 due to the COVID-19 pandemic.



# 2020 Performance and development

## Building a high performance culture

GRI 404-3

*At Stork, we understand that being the industry reference involves planning our organization according to its talent, ensuring its performance, developing it comprehensively, and continuously training it to maintain its skills updated and innovation-oriented, looking for better ways to do things.*

During 2020 all Stork employees, regardless of their type of contract, were evaluated by the Performance Management process, to ensure that each employee fully understood their role and contribution to achieve the Company's objectives.

During 2020 we continued the development of this process with the following results:



## Training and Education

GRI 404-2

At Stork, we continue our leadership transformation journey through the implementation of ILEAD, a leader development program. For 2020 we launched three groups (two in Colombia and one in Peru) where 57 leaders participated. The program is addressed to Leaders of Others. Leaders in charge of teams and having direct management responsibilities over people (22 leaders). On the other hand, we had the program for Leaders of Leaders, for people who have management and responsibility over other organization leaders, who also are Leaders of Others (35 leaders).





## At Stork we take care of everyone

In 2020, we launched our wellness program called BienStork! This initiative was born in April 2020, during the mandatory quarantine given by the COVID-19 pandemic, with the fundamental objective of strengthening the mental and emotional health of our collaborators. BienStork was also created as a way to stay close to our employees and positively impact each of them and their families.

Each of the activities developed contributed to the physical, mental, and emotional well-being of our collaborators. They helped to reduce or to eliminate anguish, uncertainty, and stress feelings generated by the new reality of remote work and isolation.

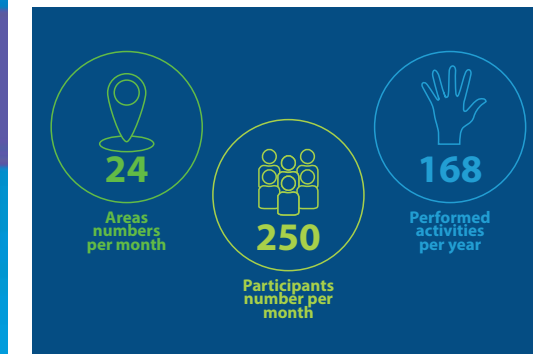
BienStork allowed the strengthening of the links between teams, the collaborative work culture, and the promotion of a healthy environment within the framework of the new reality, despite the distance, teleworking, and all the concerns derived from the new reality. We direct all our efforts to understand the need to link our collaborator's families in the activities, trying to maintain the motivation of the family environment and thus, strengthen the bonds of our workers.



This initiative has different activities:

### Very Well Time:

Activities based on strengthening teamwork and cooperation in different areas, promoting the values of the organization through games and virtual dynamics. These spaces are held once a month with each area of the Company.



### Parchis:

Virtual parquet tournament held during May and June, in which 1,053 employees participated nationwide from both the administration and the operation, with more than 264 games.



### Stork's got talent:

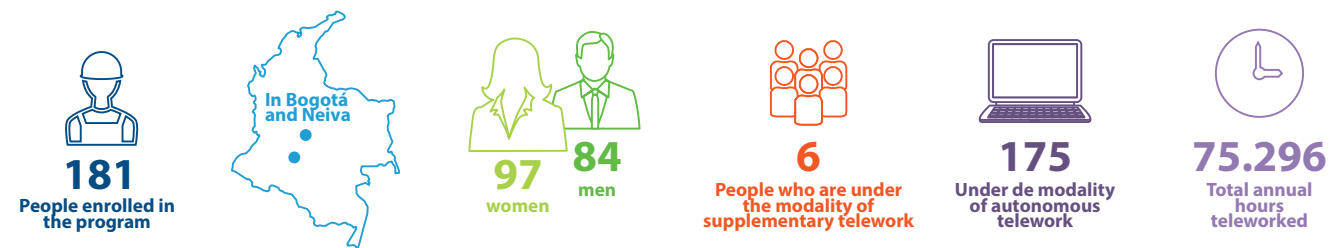
Contest to recognize the talent of our collaborators and their families through four categories: Stork Talent, Stork Family, Children and pets. We received more than 93 videos nationwide.

# We adapt to keep forward Homestork

GRI 401-2

Since 2016, we have implemented our Telework program, focused on increasing productivity and quality of life of our workers through a greater work-life balance.

2020 allowed to strengthen the digital transformation and remote work due to the COVID-19 pandemic. In this context, we gave a 180° turn to the telework program and implemented a new modality of autonomous telework, which allows our administrative collaborators to perform 100% from their homes.



The implementation of HomeStork made it possible to strengthen the quality of life of our collaborators, providing an endowment aid for a maximum amount of \$1,760,000 COP per worker, with which we guaranteed the adaptation of jobs in their homes. The aid was defined for the purchase of a desk, chair, screen, mouse and keyboard.

By December 2020, we had delivered more than \$300,000,000 COP a million in endowment, so we not only guarantee the adequacy of jobs but also care for their physical and mental health.

*"I want to congratulate the entire Human Resources team that was committed to this effort to establish teleworking, in the impeccable way they did it. I am very proud of you. I just want to say: Many thanks!"* **Efardiny Díaz – Senior Consultant AMT.**

*I see that the implementation of teleworking by the Company has fully met expectations for the well-being and productivity of employees".* **Andrés Díaz Lopera - Financial reporting and analysis specialist.**

*"It has been implemented in a good way, taking into account that they implemented it quickly and untimely due to the pandemic."* **Diego Rueda- Project Manager.**



# We are looking for the best talent

2020 was one of the most challenging years for the recruitment and selection process in our organization. The global situation led us to virtuality search the way to continue generating employment and permanence in our operations.

Therefore, we implemented VENTREVISTA, a virtual platform focused on validating the technical and human knowledge required in our profiles. Through this tool, we could evaluate more than 7,724 candidates in all corners of the country, allowing us to continue operating, and above all, taking care of Colombians and our collaborators, avoiding any physical contact.

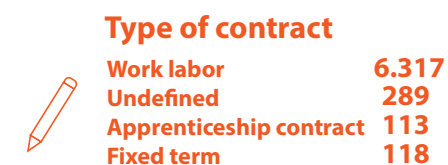
We are working to attract the best talent and be the number one option in the job market, allowing everyone close to our operations to see us as a solid and reliable source of employment, where they can grow and fulfill their professional and personal dreams.



*Our hiring model is framed in commercial contracts with a specific term following the needs of our clients, which is why the contracting modality for work predominates.*

## Total collaborators: 6.837

GRI 401-1; 404-1; 404-2;



# Success Stories and Initiatives 2020

## COVID Peru support center

2020 was a challenging year in every way. It forced us to change our priorities, our life projects and the way we relate to each other. Peru was one of the countries in Latin America and the world with the greatest impact on the number of people affected by COVID-19 since the beginning of the pandemic. Therefore, at Stork Peru, we quickly adapted measures to take care, and support ourselves in these difficult moments.

We created the "Covid Support Center" at the end of April, and throughout the year it was supporting affected employees or family members infected with COVID-19.

Through the "Covid Support Center", we granted:

- **Medical Support:** The collaborators had direct communication with the occupational physician available to make inquiries and request medical advice.
- **Financial Support:** The possibility of granting a loan of up to a salary of economic aid was made available for care.
- **Psychological Support:** The psychological support service was made available for employees who needed it due to symptoms of stress, and to prevent anxiety and depression in this situation.
- **Others:** As cases progressed, additional needs appeared. The purchase of medicines and oxygen was achieved when they were so scarce in the market and in the regions of our operation.

The support center supported more than 130 collaborators throughout the country.



### Psychological Support

187 psychological treatments +5 emotions management workshops



### Financial support

29 loans



### Other supports

Oxygen balloons  
On-site medical care  
Tests for family members  
Among others

The actions carried out by the COVID-19 Support Center demonstrate with actions that with the will, it is possible to achieve incredible things. Sometimes during crises we bring out the best in us and that it is precisely the moment when we must stay Safer Together.



## STORK CAMPUS A space to connect, learn and grow!

Stork Campus is a training and business development program that seeks to promote and generate knowledge and good practices through collaborative learning spaces.

From the beginning of 2020 Campus began to work on content and training and development programs to offer Stork employee's four pillars:

- **Be@Stork** which each employee can learn more about the company.
- **Make@Stork** there are the different formations associated with the technical disciplines and technical areas.
- **Learn@Stork** to work and develop the soft skills associated with our skills model.
- **Grow@Stork** People can find our development programs such as ILEAD -Global Leadership program-, Schools in different areas - such as Supply, Supervisors, SAP Users and Human Resources - and programs for the development of talents and new professionals.

Although digital was always an element present in the program structure, it was only associated with the virtual programs contained in our FOX learning platform. However, due to the contingency of a pandemic, Campus had to go through a transformation process, turning all its programs into digital platforms and creating

its Online Experts program, with which we enabled digital learning spaces for collaborators in the current circumstances.

The results obtained through the Campus are associated with the motivation, retention, development of collaborators, and the generation of knowledge and development of internal experts. During 2020, the following results stood out:

- We have more than 80 internal experts as trainers in our programs.
- More than 4000 collaborators from Colombia and Peru participated.
- 53 digital sessions were held through our Online Experts program on different topics associated with technical skills and soft skills, and emotional support for employees and families.
- 62 sessions were held within different programs focused on topics such as Risks, Sustainability, Project Management, Welding, among others.
- 159 sessions were held within the Training Schools for Supply, Human Resources, Supervisors, among others.
- 4 new e-learning courses were designed and are available from our FOX platform.

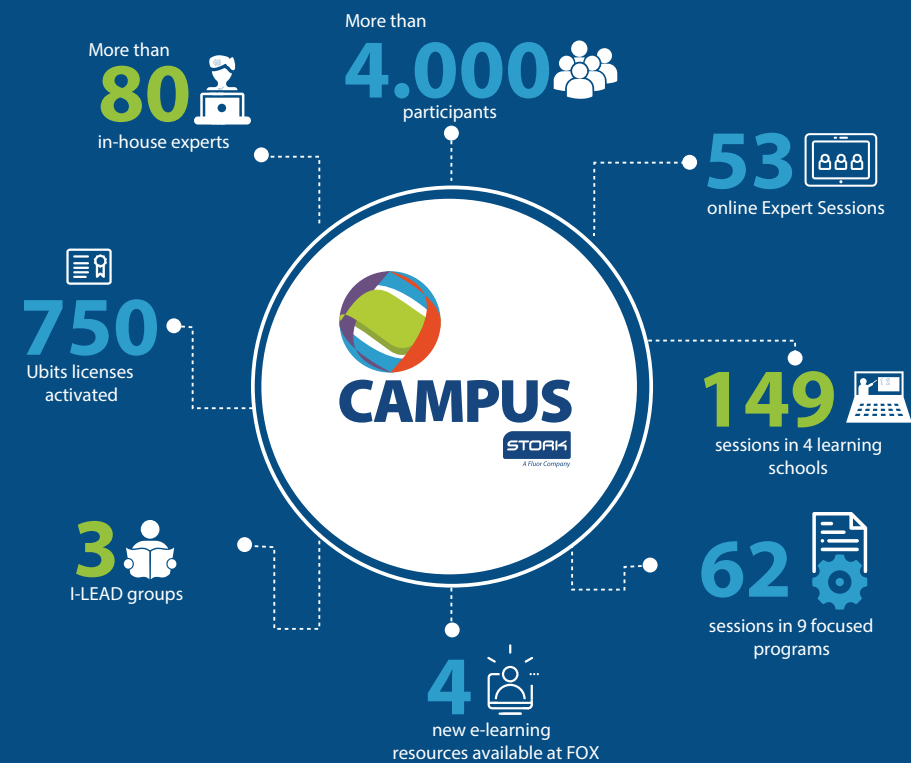
- By agreement with a local provider, we were able to assign 750 licenses for a month with access to a library of online courses.

Three ILEAD programs were carried out, the global corporate program for Campus leaders, committed to the development and growth of Stork's people, will continue to increase its portfolio of programs and content during 2021 and will continue working to give visibility to all internal experts, creating learning, training and development opportunities for everyone at Stork... because Campus is here to stay, and it's everyone's program for everyone!

# THANKS!

To the experts who shared their knowledge and to the employees who actively participated in our programs

## FOR MAKING POSSIBLE CAMPUS DURING 2020



In addition we had onboardings, core values sessions, emotional support workshops for employees and families, HSEQ programs and specific topics in each contract.

# CHALLENGES



Have a higher presence in our operations, increasing by 25% the total of enrolled workers to the **telework program**.



Have a program that strengthens the following pillars: **Economic, mental and emotional wellness**, with the main goal of retaining our key personnel.



To strength Stork's image as an employer brand, to **attract the best talent**, and **take care of our people and their families**.



Consolidate the offer of Campus programs at the regional level.



Identify, develop, and give visibility to our internal experts.



To train more leaders with the **ILEAD** program. It will be priority designate resources for the development of more groups, to cover more population and speed up the regional implementation.



Continue ensuring the **leader's skills** to manage their collaborators performance, guaranteeing significant feedback meetings that contribute to the improvement of the **soft and technical skills in their team**.



Digitalize the performance process for the operative staff in **FOX** or another tool.

# Safety and Health at work

## Purpose

GRI 103-1, 103-2, 103-3

Build a risk management culture based on compliance with operational discipline, strengthening the leadership of the HSEQ-PS line, protecting the health status of workers, ensuring environmentally sustainable processes, and ensuring that quality management systems demonstrate a successful performance for the organization.

## Adapting to new realities

### Occupational health management during COVID-19 management

GRI 403-3

The management of the pandemic challenged the area of Preventive Medicine. The teamwork at the management level, together with the strategy of the medical team, was the perfect formula to go one step ahead of COVID-19. This management had a focus on three key aspects:

- Prevention
- Contention
- Mitigation

**Prevention:** We designed an epidemiological follow-up strategy. Two weeks before entering the field, there were permanent campaigns about biological risk management criteria with social networks and basic measures for personnel protection through surveys carried out by an occupational doctor.

*At the end of 2020, we obtained a record of 15,061 surveys, only 1,662 were positive.*



**Contention:** Detecting the variables that could get out of control made it possible to identify that social and family contagion became the greatest risk. Creativity was essential to control this phenomenon because it was possible to reach the target population by making a miniseries of 6 chapters, sent through technological platforms.

*26 communications designed were received by 2,000 employees, 66,000 messages sent, and 6,000 responses from workers with an effectiveness rate of 97.7%.*

**Mitigation:** We were able to apply epidemiological monitoring models in advance to detect workers recovered from the infection, carry out mapping and georeferencing of these people to mix them with other non-infected people, and generate herd immunity, ensuring the availability of the critical positions of the operation.

Thus, we were able to anticipate situations and establish controls under mathematical models that meant controlling the catastrophic scenarios of the COVID-19 pandemic.

*Technologies such as the CIERS system and BIG DATA platforms made it possible to predict future pandemic scenarios in the following days, weeks and months.*



Results of pandemic management in Colombia and Peru:

Country	# of people positive for COVID-19	# of people recovered	Recovery %	# of deceased persons
Colombia	596	540	95%	0
Peru	58	53	98%	0

The measures adopted by COVID-19 related to distancing had an impact on the entry phase of workers, specifically, in occupational medical examinations. Also, the operations had to ensure biosafety elements and implementation of protocols to control contagion, and complying with the legal requirements derived from the pandemic. Given that the Company had to guarantee business continuity and ensure the minimum vital in operations, it was necessary to implement in record time a telemedicine system that guaranteed suitability and security during this selection phase.

*Throughout the year, around 12,000 medical evaluations were made, ensuring the good health of the working population and achieving medical concepts at the highest level.*



Despite the work that COVID-19 generated throughout the organization, the medical staff did not neglect the Epidemiological Surveillance programs, and that is how the PVE of cardiovascular, musculoskeletal, chemical, noise risk, and the PVE of psychosocial risk were properly managed and without pause.

*Thanks to the restructuring of these programs and the teamwork of physicians, HSE professionals, and field administration, by the end of 2020, 89% compliance and 79% management were achieved.*

Regarding the PVE of psychosocial risk, the health area created a strategy for access to personnel. They modified the program to extend it to their families and communities, achieving coverage and application success of up to 85%.

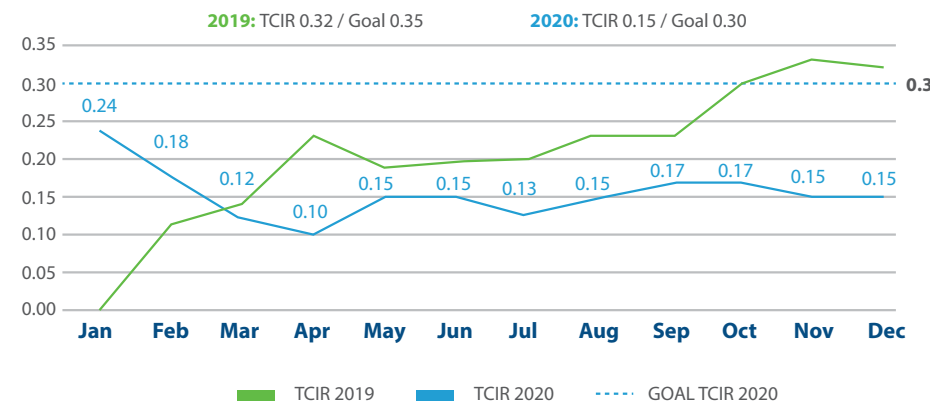
# 2020 Performance

GRI 403-1; 403-9

During 2020, the commitment and management leadership was evident. It positively impacted a safety-based behavior because each worker responsibly accompanied the HSEQ-PS processes consciously and openly, generating the best results in this period and achieving positive indicators of healthy and healthy work environments.

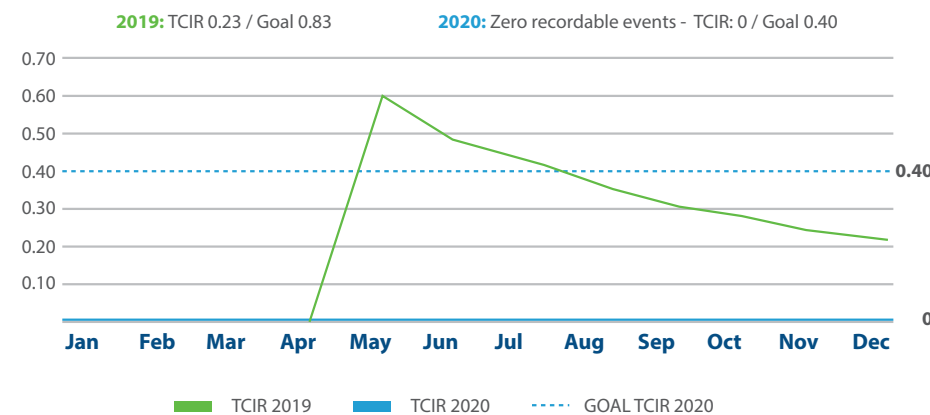
Below, we can observe the performance in HSEQ-PS measured through the two indicators TCIR and DART, which exceeded the results achieved the immediately previous year:

## TCIR Colombia 2019 VS. 2020



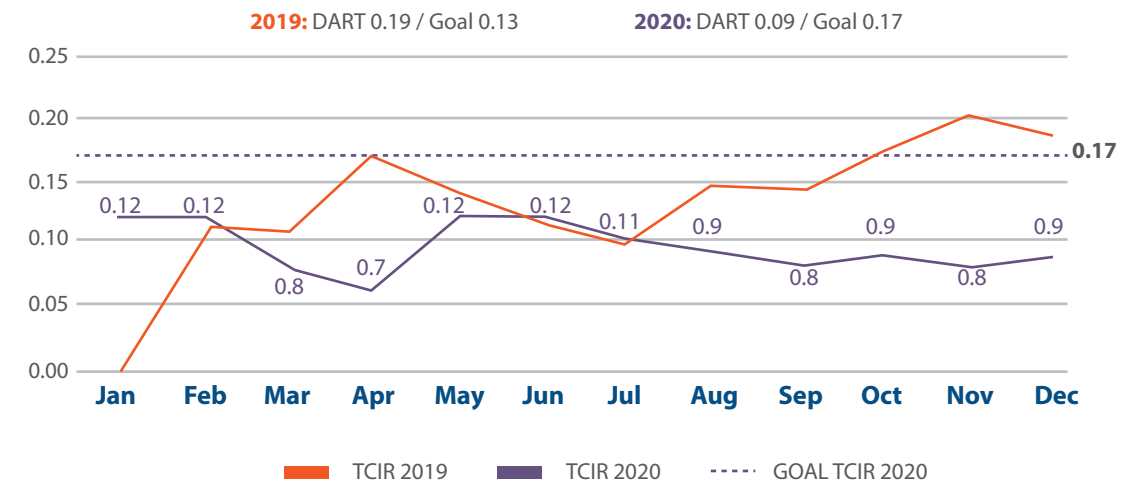
TCIR is an indicator that measures the number of recordable events for every 200,000 man-hours worked in a specific period of time.

## TCIR Peru 2020



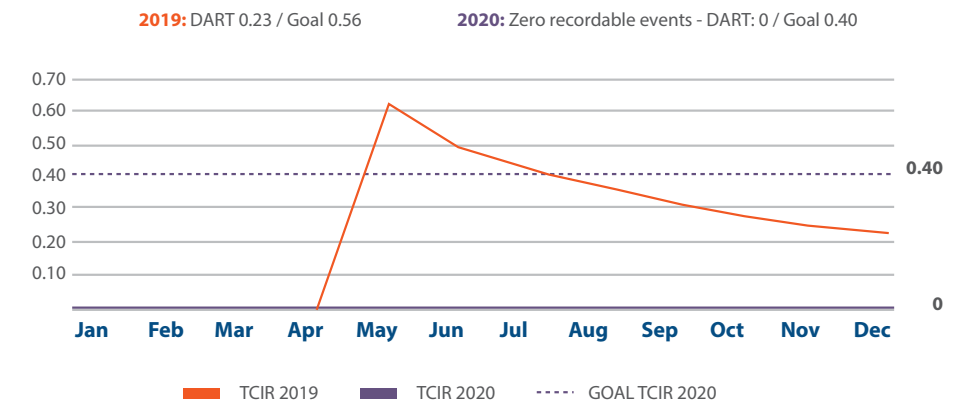
TCIR (Total Case Incident Rate)  
 $TCIR = (FAT+LTI+RWC+MTC) * 200,000 / \text{man hours worked}$   
 FAT: Fatal incidents  
 LTI: Disabling incidents  
 RWC: Incidents with restricted work  
 MTC: Incidents with medical treatment

## DART Colombia 2019 VS. 2020



DART is an indicator that measures the number of events that were affected by restriction or disability days, for every 200,000 man-hours worked in a specific period of time.

## DART Peru 2020



DART: Days Away Restricted or Transferred  
 $DART = (FAT+LTI+RWC) * 200,000 / \text{man working hours}$



The goal for 2020 was to improve goals achieved in 2019. While the operations in Colombia achieved a result of 50% below the tolerance level, the operations in Peru achieved “ZERO” recordable events. This result was positive for the Company’s performance. It ratified the behavior-based management, operational discipline, the assurance of work-spaces with healthy and healthy workers, pointing to business continuity despite having lived and experienced the great global threat such as COVID-19.

Region	FAT	LTI	RWC	MTC	FAC	NM	UCA	PSE	Hi-Po	Workers	MHW
Colombia	-	5	2	5	152	75	3.730	43	1	6.790	16.174.119
Peru	-	-	-	-	7	21	5.544	2	-	428	769.061

FAC: First Aid Case  
 NM: Near-misses  
 UCA: Unsafe acts and conditions  
 PSE: Process Safety Events  
 HiPo: High Potential Event  
 MHW: Man Hours Worked

## Visible managerial leadership

All management levels demonstrated their commitment with safety. from the operations directors, who led the investigations together with the zonal managers; project managers, focused on the field, complying with their managerial inspections; and the supervisors, complying with the work planning and maintaining competent personnel, gave result at the end of the year.



These actions reflect the fulfillment of the leading indicators in Colombia. For each project, there were carried out by the management level at least four inspections per month. The system was audited in at least 37 work sites. Management led the process; Project managers managed at least 3,600 sub-standard conditions and 53,000 hours were allocated to train and raise awareness among our employees about the risks they have to face every day. Similarly, it is worth highlighting the time dedicated to daily 5-minute HSEQ & PS conversations, which for an average population of 7,000 workers in a year, an estimated 150,000 hours of HSEQ & PS culture reinforcement.



COLOMBIA	TOTAL
INDICATORS-LEADING 2020	
Number of managerial visits	1.092
Number of internal audits to the management system	37
Number of unsafe acts reported in the reporta APP	844
Number of unsafe conditions reported in the reporta APP	2.886
Number of man hours of formal HSEQ & PS training	53.321
INDICATORS-LAGGING 2020	
Number of recordable or HiPo events where the Rules to Save Lives were broken	3
Number of recordable or HiPo events where planned controls failed	5
Total number of road events	37
Kilometers traveled	16.746.965

Leadership indicators and HSE 2020 results for Colombia

Similarly, it is necessary to highlight the management of Stork Peru, which achieved the result of “ZERO” recordable events during 2020, with a visible managerial leadership, a permanent work plan that included around 40 managerial inspections, 9 internal audits, 5,500 substandard conditions managed and 12,000 hours were allocated for training, awareness and culture creation.

PERU	TOTAL
INDICATORS-LEADING 2020	
Number of managerial visits	37
Number of internal audits to the management system	9
Number of unsafe acts reported in the reporta APP	4.489
Number of unsafe conditions reported in the reporta APP	1.044
Number of man hours of formal HSEQ & PS training	12.637
INDICATORS-LAGGING 2020	
Number of recordable or HiPo events where the Rules to Save Lives were broken	-
Number of recordable or HiPo events where planned controls failed	-
Total number of road events	3
Kilometers traveled	2.357.496

Leadership indicators and HSE 2020 results for Colombia

## Road Transport Safety Risk Management

A working infrastructure that responds to the Company's needs was implemented to manage road risk. In the LATAM Region, we have more than 1,700 people who drive vehicles, with 19,000,000 kilometers traveled.

Country	Vehicles	Drivers	Km traveled	Vehicle incidents		FavG	FavG Limit	FavT	FavGT Limit
				Minors	Serious				
Colombia	634	1,681	16,746,965	36	1	0,06	0,32	2,21	3,22
Peru	76	141	2,351,383	4	-	-	1,30	1,70	4,60

FavG: Frequency of serious vehicle accident  
 FavG = Number of serious vehicular events x 100,000 / Km traveled  
 FavT: Frequency of total vehicle accidents  
 FavT = Number of total vehicular events x 100,000 / Km traveled  
 FavG Limit: Tolerance level for FavG  
 FavT Limit: Tolerance level for FavT

*The support scheme adopted allowed the operation to adequately manage road risk, based on compliance with legal requirements with the Strategic Road Safety Plan (PESV) management.*

The insurance scheme in the field of road risk had as its main tool the 24/7 monitoring of the operation vehicles. Thanks to this scheme, it was possible to detect driving habits in real time, traceability of maximum driving hours per vehicle, georeferencing of vehicle operation areas to detect speeding, fatigue conditions for driving hours, validation of ignition hours of vehicles, sudden braking, idling times, travel management, travel accompaniment, among others.



*Our road safety has a management strategy supported and advised by specialized companies and experts in road safety.*



## Management for SOR implementation (Stork Operating Requirements)

The Company's vision at a global level to have autonomous and connected processes through SORs, brought many challenges to the quality team, which led them to the conceptualization of a self-management tool for the implementation of SOR for the entire region and with global visualization.

The implementation of this tool helped in the self-management and empowerment of functional processes through more than 50 champions, 20 online training sessions in Colombia, Peru, and Trinidad & Tobago. Thanks to these actions, it was possible to identify gaps in more than 95% of its processes and the implementation of action plans for activities that were synchronized with the "Stork Way of Working" during 2021.

At the end of 2020, in each of the stages of the SOR implementation, we obtained the following results:

Stage	Country	Progress % 2020
Gaps definition	Colombia	95%
	Peru	98%
SOR Implementation	Colombia	20%
	Peru	35%

% of progress in the implementation of SOR Colombia and Peru 2020

# Virtual management in the operation

GRI 403-5

Knowledge in management, quality, and risk prevention systems was a 2020 premise for the quality area, with the initiative: "Learning Together". We ensured the knowledge and quality effects in operations through videos and animations developed in synergy between Quality, Communications, Human Resources, and the HSEQ-PS specialists with striking, inclusive, pertinent, simple, and applicable content for workers and their environment.



*During the confinement period, we published around 10 videos. They had more than 5000 visits on the YouTube channel and approximately 1100 subscribers. It allowed us to reach the target audience virtually the impact achieved supported operations to manage risk through knowledge and keep people safe and healthy at all times and places.*

*More information: <https://www.youtube.com/user/masatento/playlists>*

Virtual channel usage for training purposes

## Process Safety Management

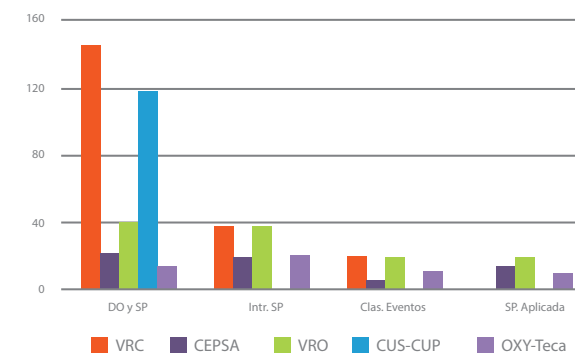
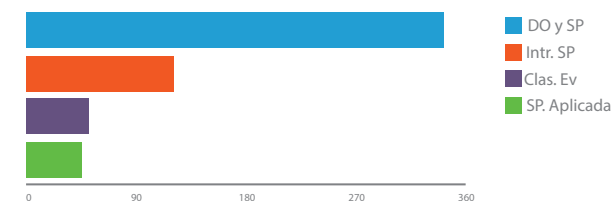
Process Safety continued during 2020 with management aimed at increasing the level of awareness of the operation in terms of roles and responsibilities, which included from the report of process safety events to the risk analysis that allowed determining risk scenarios and, therefore, the application of controls to avoid major or catastrophic accidents.

To achieve this, we used recognized practices guiding management and all activities that have an impact on the asset integrity, design, construction, and operational and maintenance practices. The implementation of the process safety program for 2020 includes several stages:

**1. Establishment of focus leaders on operations:** To have a greater number of people managing process safety in operation, a team of leaders was formed at the regional level, which by 2020 amounted to 13 people. All of them went through a training process that allowed a strengthening of the process safety culture and the development of plans derived from the diagnoses of each project.

**2. Process Safety Training and operational discipline:** The program included an initial training for the personnel of the operation, to raise awareness about the meaning of Process Safety for the operation and how they should approach it from the provision of Stork services.

Total views of the Fundamentals of PS course: 1570  
Training report delivered at the end of 2020: 537

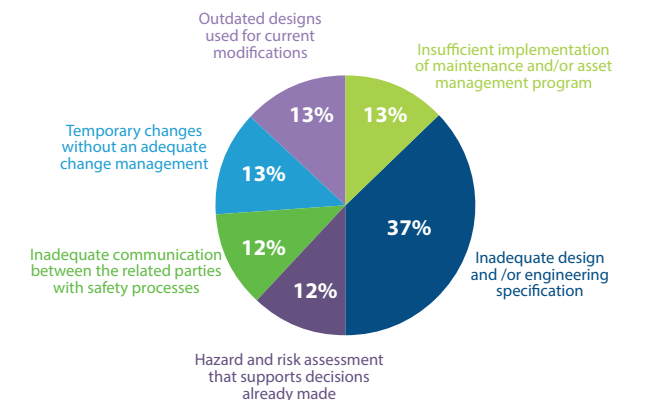


**3. Process safety diagnostics:** determine the initial status of the project and thus, start an appropriate management to the needs of each operation. At the end of 2020, 30% of the projects were completed.

**4. Process Safety plan development:** After the diagnosis of the project, an adjusted, clear and measurable plan was developed during the year. It included, among other activities; performing maintenance on critical safety equipment, event reports, investigations, closing action plans, managerial inspections, etc.

**5. Plan progress monitoring:** We carried out monthly monitoring based on the management measurement indicators of each project. The average compliance with the plan was 86%.

**6. Reporting of events and closing of investigations:** the preventive axis of the Process Safety plan was given with the level 4 and 5 event reports and the investigation of materialized events. The result of investigations of level 3 events that were generated in 2020, yielded 6 main root causes:



% Root Causes of Level 3 Process Safety Events in 2020

**7. Operation support:** the Process Safety team directly supported the operation needs with involvement in the development of engineering, particularly change management of some plants, active participation in investigations of Process Safety events, active participation in analysis of process risks with the elaboration of analysis under the BowTie methodology in a team with the support of Project Process Safety leaders and even involving the client. The result obtained was the strengthening of the safety culture process through the identification of the critical path in attention to critical aspects of Process Safety.

# Chapter 4

## OUR ENVIRONMENTAL FOOTPRINT

*We assumed the  
challenge of being the  
industry reference at an  
environmental level*

**STORK**

*A Fluor Company*

# Environmental Commitment

GRI 103-3/ 307-1/ 103-2

At Stork, we firmly believe in an environmentally correct business model. We strive to develop our projects within the framework of caring for and protecting the environment, implementing an approach of prevention, reduction, and mitigation of direct and indirect impacts generated by our operations. We assumed the challenge of being the industry reference at an environmental level.

In 2020, we began the construction of the green road. Our objective is to contribute to the achievement of the emission reduction goals for Colombia, established at COP 21 in Paris, and thus, continue to be the strategic ally of our clients by executing cleaner and more efficient, and friendly operations with the environment.

We achieved successful results in our purpose of being sustainable framed in comprehensive regulatory and contractual compliance, allowing us to maintain our goal of ZERO environmental accidents.

All of the above, within our environmental management system, allowing us to preserve the ISO 14001/2015 and RUC certification during 2020.



## Purpose

We work to minimize the environmental impact of the services we provide, seeking a suitable balance for sustainable development through strategies and initiatives that allow compensation, prevention, reduction, and mitigation of the use of natural resources. The greatest environmental challenge for Stork is to contribute to the emission reduction goal established in the Paris agreement - COP21, to be pioneers in the development of decarbonisation alternatives, becoming the industry reference, every day, everywhere.

# Strategy

GRI 103-2

1.

### Carbon Footprint Project development

**Progress:** We measured the corporate carbon footprint and implemented a carbon calculator for projects, which allowed us to have an analysis of opportunities for reducing emissions.

2.

### Control compliance with the obligations of the Colombian environmental legislation, the obligations of the environmental management plans of the projects, and the requirements of the ISO 14001 standards and RUC Guide for the Company in 2020

**Progress:** Monthly control of action plans and environmental compliance. Also, each Stork project has an Environmental Action and Compliance Plan (PACA) to monitor legal, contractual, and regulatory environmental compliance, resulting in zero sanctions or requirements from clients or territorial environment entities.

3.

### Ensure the identification of environmental emergency scenarios in the emergency plans of Stork projects, to prevent and control risks

**Progress:** During 2020, the Company's projects received advice and a review for each emergency plan to ensure that our operations have the necessary resources to address environmental emergencies if they materialize. We also verified that all the chemical substances that are our responsibility in terms of handling and storage, were 100% identified and have the appropriate environmental kits.

# Risks and Opportunities

GRI 103-2

Climate change and the proper use of natural resources are significant risks to Stork and its stakeholders. We understand that the care and preservation of water, the proper disposal of waste, and air quality are fundamental rights that guarantee and generate well-being for all. Under this context, the organization focuses its efforts on reducing the use of natural resources, minimizing the generation of waste, as well as mitigating its impacts.

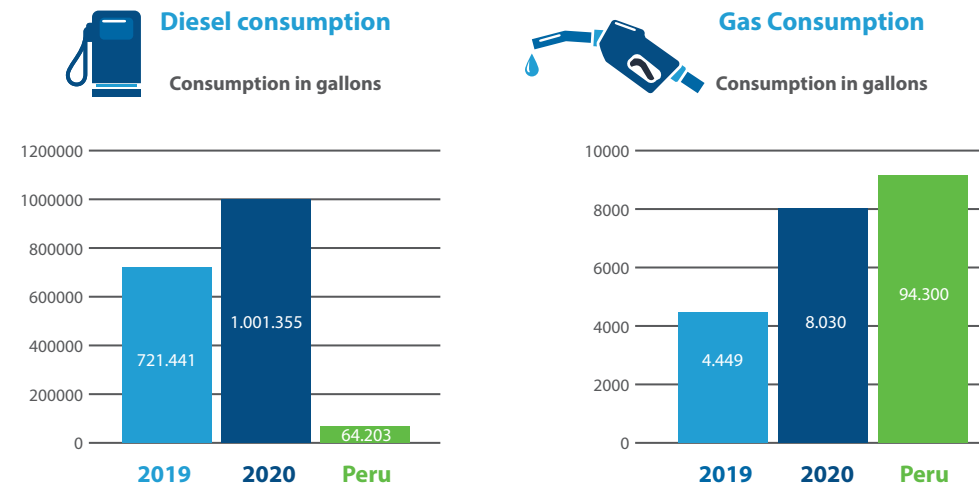
For Stork, an important challenge is the identification and management of the Company's emissions within the framework of the carbon footprint project. This initiative intends that our organization can run its operations cleanly, and initiate its decarbonization by using alternative energies and green technologies.

Similarly, our objectives to optimize the use and consumption of natural resources for the operations of Masa, Stork and Consorcios, have been identified as challenges and commitments to manage.

# Our Results

## 2020 Fossil Fuel Consumption

### Colombia

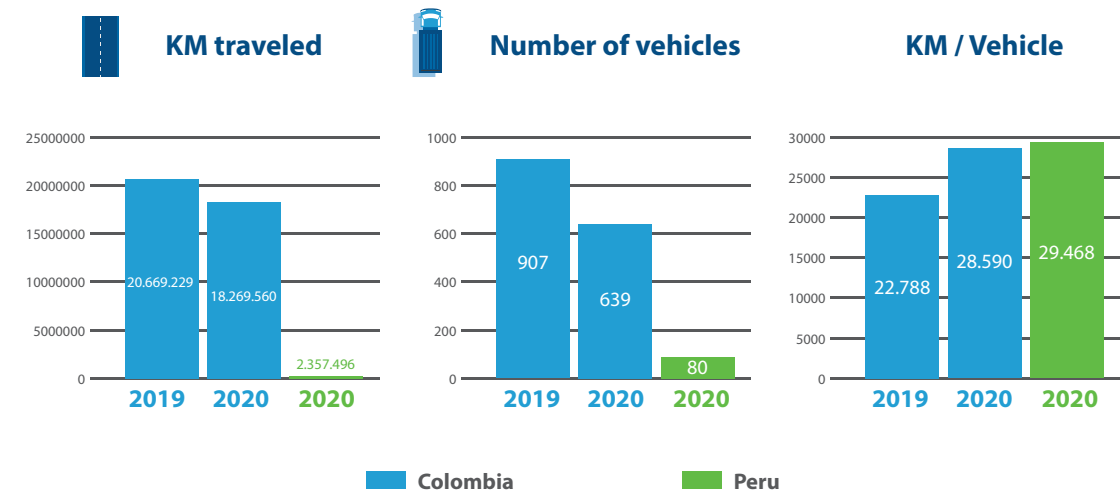


Although our operations were slowed by the COVID-19 pandemic, there was an increase in the consumption of fossil fuels. It was due to the continuous operation of the Cenit Llanos, Tabarca, Marco Construcciones Ecopetrol and Cenit projects, which continued to provide services during the 12 months of 2020. These figures are compared to 2019 which only had 6 months of operation.

*The consumption of fossil fuels in our operations is used for vehicles, welders, motor generators, yellow machinery, among others.*



Average km traveled per vehicle during 2020

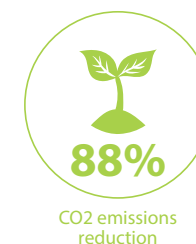


*There is a decrease of 2.4 million kilometers due to the mobility restrictions defined during the strict quarantine periods determined in the framework of the health emergency due to COVID-19.*

During 2020, in Colombia, the use of electric vehicles was introduced as a pilot plan. The test allowed us:

1. To know these vehicles performance
2. To prepare us for the incorporation in the near future of these type of vehicles in our projects.

The pilot test began in December 2020 and the preliminary results compared to conventional vehicles are as follows:

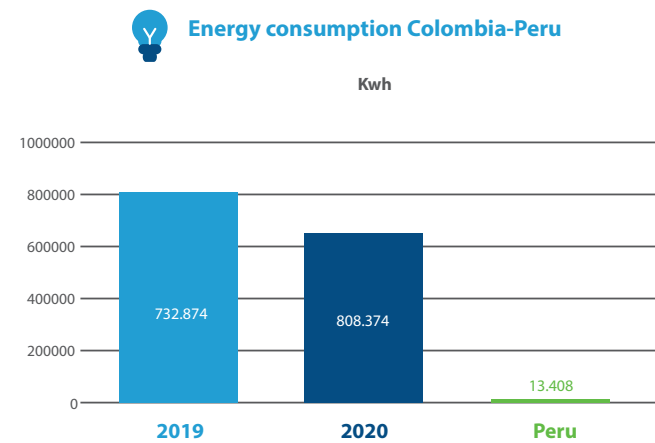




# Rational and efficient energy usage

GRI 302-1

All Stork operations require the use of the energy resource. Most of the time, energy is supplied through our clients due to the use of their locations and infrastructure. However, our commitment has led us to have all projects update their savings management plans and efficient use of this resource, trying to control the consumption sources and establish awareness-raising campaigns for our staff to achieve favorable management results.



Stork reports a 19.3% decrease in energy consumption KW / h, compared to 2019. This decrease is due to the new realities resulting from the COVID-19 pandemic. Due to the mandatory quarantines implemented in Colombia and Peru, facilities such as main offices and satellites were not used.



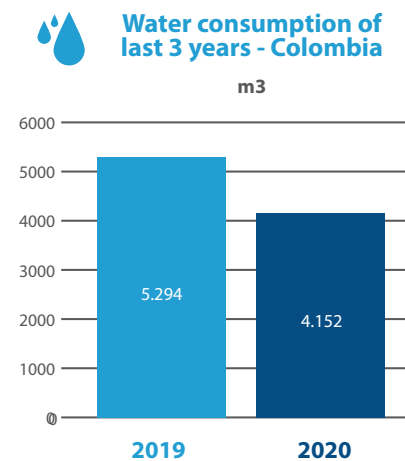
In Colombia, the project with the highest energy consumption is Cenit Lineas given its extension in the national territory, it requires numerous bases for the adequate provision of the service for its operational operation.

# Comprehensive Water Management

GRI 303-5

Stork is committed to preserving water resources in our operations by demonstrating that there is no waste of water or contamination of water sources. We prevent water from being used for unnecessary activities through the control of each project, the saving management plans, and the efficient use of this resource.

Water consumption in Colombia during 2020: 4.152 m3



Water consumption in Peru during 2020: 557.5 m3

The indicator reflected for Peru only represents the consumption of our administrative offices, operations are not included.

The temporary suspension of activities due to the COVID-19 pandemic, allowed the decrease in water consumption during 2020. Compared to 2019, the main administrative headquarters in Colombia and Peru are not in permanent operation, which allows a reduction in the consumption of the resource.

In our operations in Colombia, contaminated water is generated by the use of portable toilets, necessary for the work's execution in each contract:

Project	Waste water year 2020 (m3)
CENIT - Líneas	19,99
MARCO CONSTRUCCIONES - ECOPETROL	12,35
ODL - BICENTENARIO	312,26
Total	344,60

The Company guarantees the correct handling of these wastes, strictly monitoring the correct handling, storage, collection and final disposal of wastewater in each project. Similarly, the final disposal is made through third parties licensed for this activity.

All Stork Peru operations where contaminated water is generated are within the clients' facilities, so the final management is under their responsibility.

# Waste Management

GRI 301-1 / 306-2

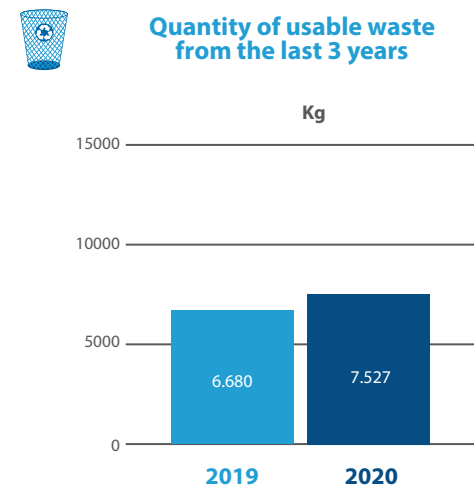
For Stork, the integral management of solid waste is an environmental aspect that is effectively controlled in our operations. We ensure the correct separation at the source, temporary storage, collection and final disposal, carrying out monitoring chains of compliance with the environmental licenses of our suppliers that provide the waste treatment service.

In 2020, each operation had inventories of solid waste. Together with our clients, we established controls that prevent their inappropriate disposal.

In projects where the final disposal of hazardous waste is our responsibility, we were able to obtain the calculation of the carbon footprint generated by these emissions, and they were recorded in our carbon footprint calculator.

*The waste generated by Our activities in Colombia is mainly scrap, plastics, and cardboard.*

*The scrap generated by our operations is a great differentiator due to its volume and weight.*



*Total amount of waste for use in 2020: 7,527 Kg, more generated than in 2019.*

Continuing with the correct separation of the source of the waste during the year 2020, allowed us to take even more advantage of the waste generated in the operations activities.



For our operations in Peru in 2020, recycling activities were suspended in a manner to prevent the spread of COVID-19, however, in 2021 safe alternatives to carry out this activity are being sought.

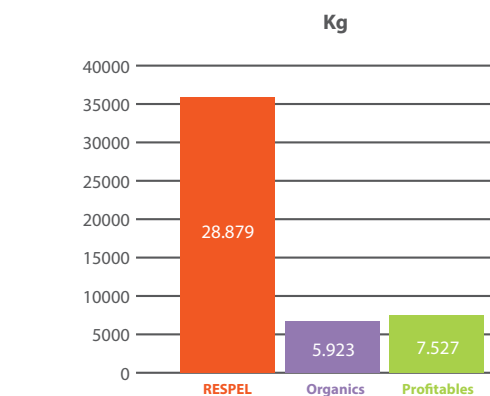


# Hazardous Waste (RESPEL)

GRI 306-2

The Tello Generation Center is the project with the highest report of RESPEL with a production of 19,830 kg. Due to the maintenance performed in this plant, used oil and batteries are generated. The weight of these residues causes the considerable increase of the measurement indicator.

**Amount of waste generated by type during 2020 in Colombia**



*The increase in used oils, batteries, among others, increased RESPEL considerably in the Dina and Tello Generation Centers located in Colombia, generating in 2020 an increase of 8,485 Kg in hazardous waste compared to 2019.*

All Stork Peru operations where hazardous waste is generated are carried out at the facilities of our clients who are in charge of the correct disposal of this waste.

# Success Stories and Initiatives 2020

## Stork Carbon Footprint 2020

GRI 305-1

**Goal:** Identify the sources of Co2 emissions from the activities and services that the Company executes in Colombia and Peru to manage them and establish alternatives and decarbonization initiatives.

The project was structured in 3 components as follows:

### COMPONENT 1: CORPORATE CARBON FOOTPRINT

What did we do?

1. Identification of the sources of GHG Greenhouse Gas emissions (Air conditioners, electricity consumption, gasoline consumption, etc.).
2. Information gathering.
3. Carbon footprint measurement from Neiva and Bogotá headquarters, with a result of 55 Ton of Co2 during 2019, the base year of measurement.
4. Compensation through the purchase of 55 carbon credits set in the rubber reforestation project in the department of Meta. Thus, the total emissions of the Bogotá and Neiva administrations in 2019 were fully compensated, demonstrating our environmental commitment to initiate efforts in the voluntary compensation of Co2 emissions.

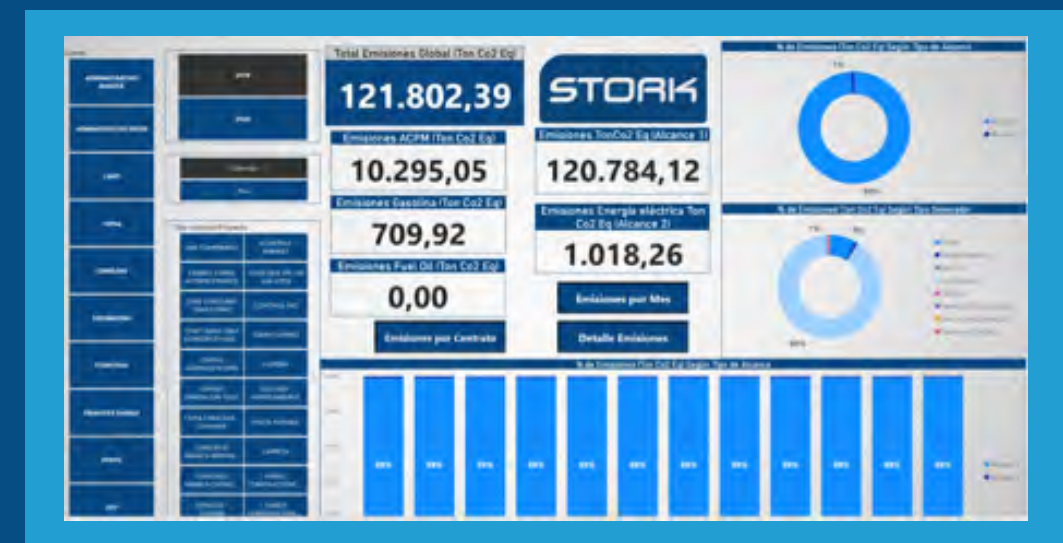


### COMPONENT 2: CARBON CALCULATOR FOR PROJECTS

What we did...

1. Limits definition for the Company's Colombian and Peruvian operations
2. Form development to load energy consumables from operations (refrigerant gases from air conditioners, energy consumption, gas consumption, and diesel and gasoline consumption, pressurized input consumption) that generate emissions and solid waste for incineration.
3. Development and implementation of the Stork carbon footprint calculator

It is the tool for managing and monitoring emissions in the Company. Year after year, it records the emissions generated by each of the contracts resulting from the consumption of energy consumables such as: diesel, gasoline, electricity, fire extinguishers, and air conditioners, among others.



In this way, our Company will be able to improve its criteria for making decisions about how to treat its emissions and where to focus according to their similarity, strengthening our assurance

4. Carbon footprint measurement results:

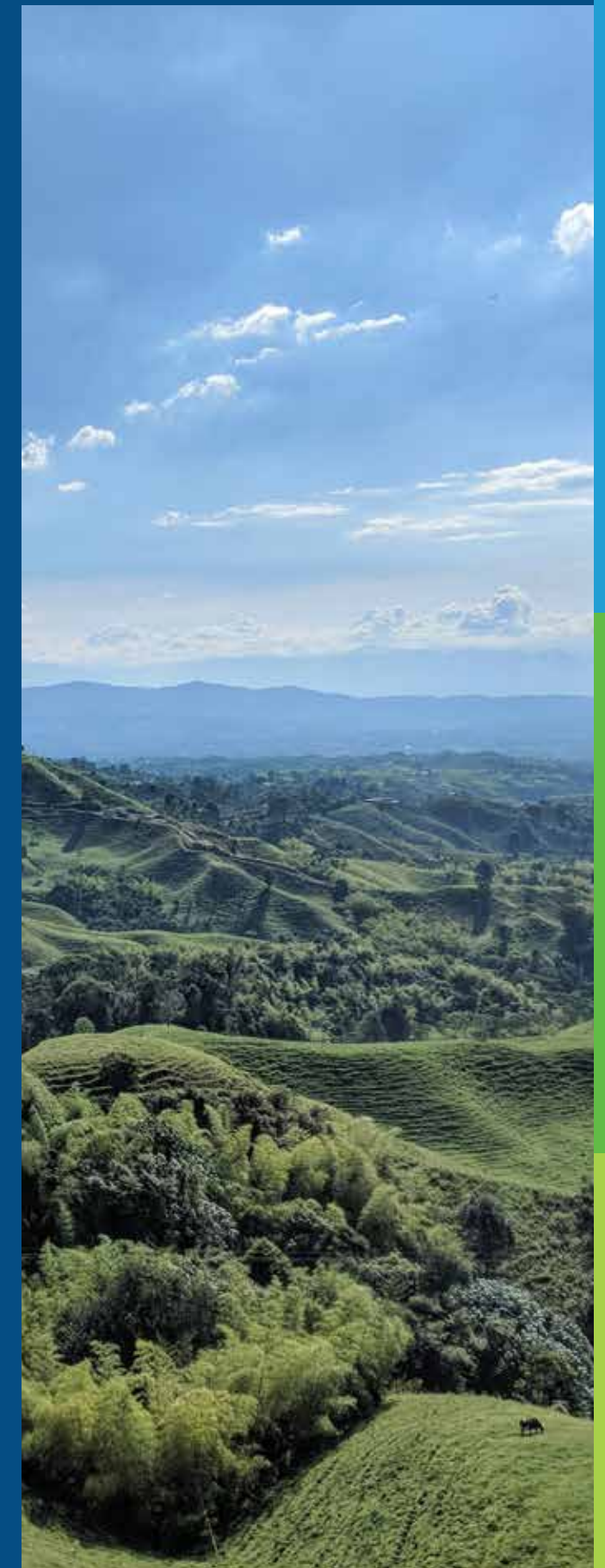
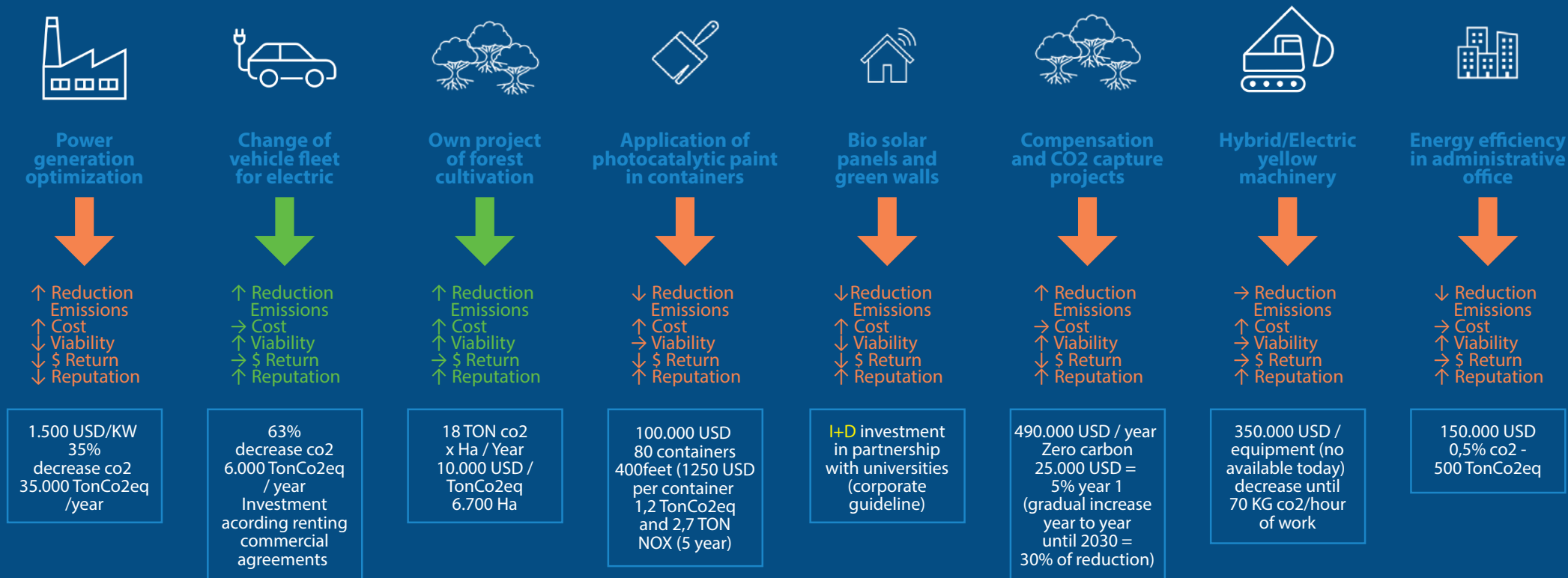
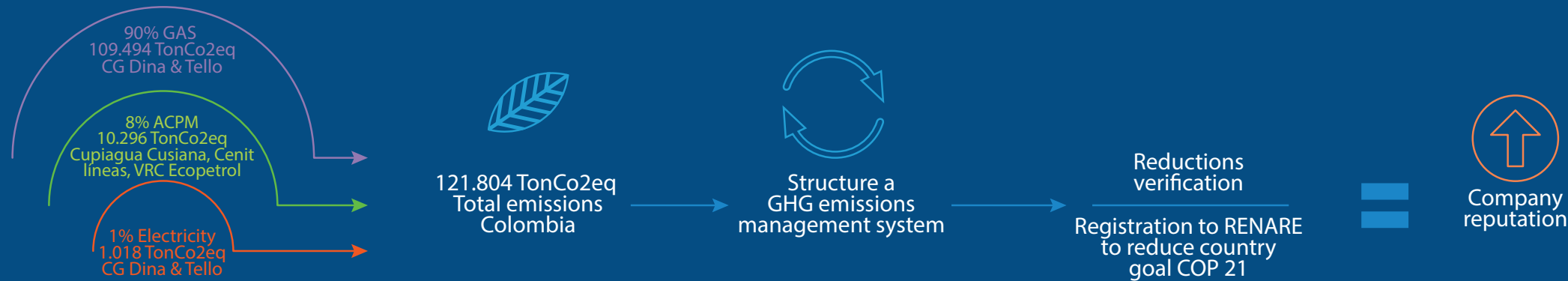
- Colombia: 121.804 Ton Co2 Eq
- Peru: 574,8 Ton Co2 Eq

Our operations in Colombia of the Dina Plant produce 90% of the emissions in the country. Through our Emissions Management Project, we seek alternatives to reduce our impact on the measurement of our carbon footprint.

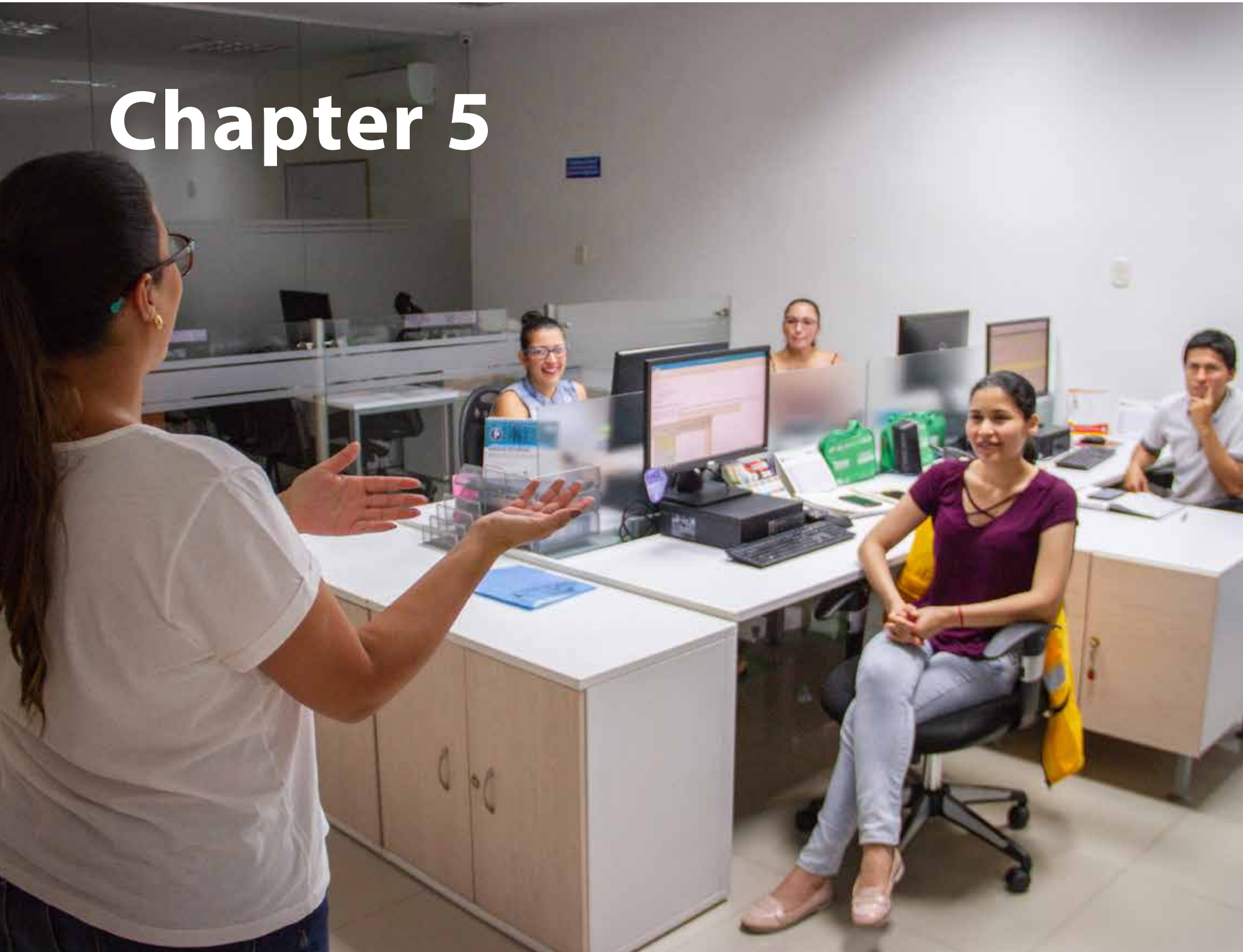
## COMPONENT 3: ANALYSIS OF OPPORTUNITIES FOR EMISSIONS REDUCTION

What we did...

1. Identification of alternatives and initiatives to reduce and offset the corporate carbon footprint
2. Planning a visit to the Dina and Tello Generation Centers (which represent 90% of the Company's emissions in Colombia) to identify reduction emissions alternatives
3. By 2021, the alternatives to be developed will be defined according to the feasibility analysis of each one.



# Chapter 5



# GRI CONTENT INDEX

**STORK**  
A Fluor Company

# GRI Content Index

GENERAL CONTENTS			
Basic Contents	Indicator Description		Pages
GENERAL DISCLOSURES			
102-1	Name of the organization	Mecánicos Asociados SAS. Stork Technical Services Holding B.V Sucursal Colombia.	1
102-2	Activities, brands, products and services	Energy, petroleum, mining	22
102-3	Location of headquarters	The Headquarters is located in the city of Bogotá, Cundinamarca, Colombia. Carrera 7 # 156 – 10 piso 25	106
102-4	Location of operations	Our presence in the market	23
102-5	Ownership and legal form	Mecánicos Asociados S.A.S is a Company with simplified shares (SAS). Stork Technical Services Holding B.V Sucursal Colombia, is a foreign Company branch	26
102-6	Markets served		22
102-7	Scale of the organization		
102-8	Information on employees and other workers		68
102-9	Supply chain		46
102-10	Significant changes to the organization and its supply chain	For the year 2020 there are no significant changes in the organization in relation to its size, structure, supply chain among others.	106

102-12	External initiatives	The organization does not adhere to external environmental and/or social initiatives and/or certifications.	103
102-13	Membership of associations	Member of the Junta Directiva de Cámara Colombiana de Bienes y Servicios Petroleros (CAMPETROL)	107
		Member of the Junta Directiva del Consejo Colombiano de Seguridad (CCS)	
102-14	Statement from senior decision – marker	Member of Comité de contratistas del Consejo Colombiano de Seguridad (CCS)	26
		Member of Holland House de la Cámara Colombo Holandesa	
STRATEGY			
102-14	Statement from senior decision – marker	In addition to the Board of Directors, where the company's main business decisions are made, there are the following management committees:	26
		LATAM REACH STEERING COMMITTEE	
102-14	Statement from senior decision – marker	COMITÉ EQUIPO ESTRATÉGICO	26
		COMITÉ ESTRATÉGICO COVID-19	
		LATAM PRM FINANCIAL COMMITTEE	

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102-17	Mechanisms for advice and concerns about ethics		40
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102-47	List of material topics		31
102-48	Restatements of information	No restatement was generated	-
102-49	Changes in reporting	Does not apply	-
102-50	Reporting period	January 1 to December 31 of 2020	
102-51	Date of most recent report	December 31 de 2019	-
102-52	Reporting period	Annual	-
102-53	Contact point for questions regarding the report	Sustainability management RSE Leader Andrea.gomez@stork.com  Communications Team Comunicaciones.co@stork.com	-
102-54	Claims of reporting in accordance with the GRI Standards	About this report	5
102-55	GRI content index		104
102-56	External assurance	This report has no external assurance	5
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# Maintaining a **better world**

Sustainability **Report 2020**



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