

Diversity and Inclusion Report

July 2023 – June 2025



+diversity
Building inclusion

TECHINT
Engineering & Construction

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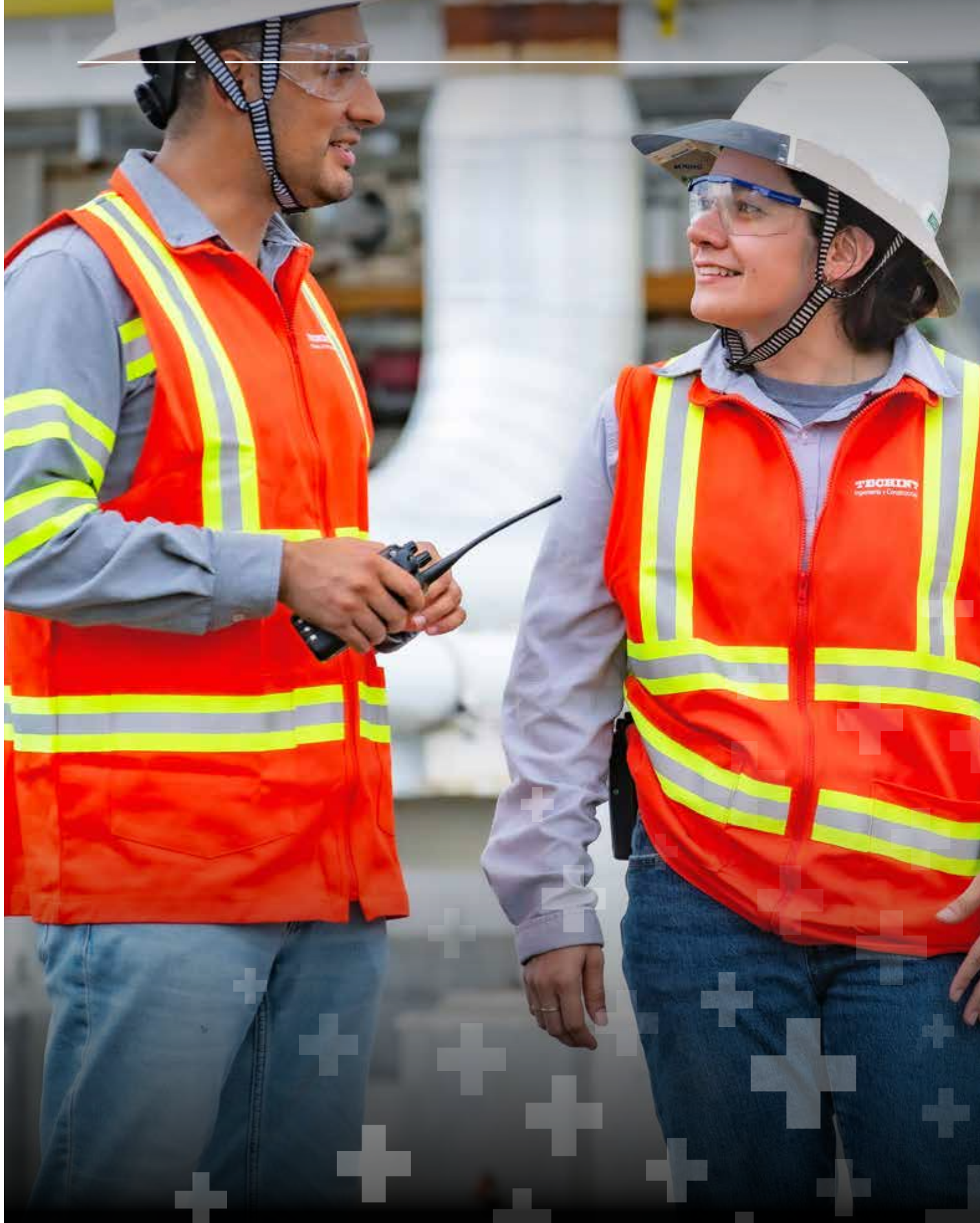
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01 Message from the CEO



Message from the CEO

At Techint Engineering & Construction, we believe that diversity is not only a value, but a strength. We know that it enriches us as a team, challenges us to think differently, and strengthens our ability to deliver great projects.

Two years ago, we took an important step forward and created the Diversity and Inclusion Governance Committee. Since then, we have built a more robust working agenda, with teams in different regions working every day to drive this transformation.

All the work we do is aligned with our Code of Conduct and our commitment to carrying out our operations in a manner consistent with the principles of human rights, fostering and promoting respect for the fundamental rights and dignity of people.

We provide equal opportunities and promote an inclusive work environment. We attract and develop talent of all genders, sexual orientations, ethnic and racial origins, nationalities, age groups, cultures and religions, as well as promoting the inclusion of people with disabilities.

Our commitment is clear: building a work environment where all individuals can develop, contribute their perspective, and grow with equal opportunities. We trust that each person will contribute to strengthening an environment where differences are respected and everyone listens with an open mind, acting without prejudice, to promote safe, diverse spaces free from discrimination.

But none of this happens automatically. It takes work, consistency, and participation. We know that we still have a lot to learn, but we are convinced we are on the right track. A diverse and inclusive organization is better prepared to build the future.



Oscar Scarpari

CEO

Techint Engineering & Construction

Techint E&C in Numbers

Our people



17,239* people make up our company.



91%
of our employees
are **men**.



9%
of our employees
are **women**.

*This figure does not include the personnel of Ferroexpreso Pampeano SAC or Imripóst Tecnologías S.A., as their human resources management is not overseen by Techint E&C.

12,768 → **5%**
are in operational
positions (blue
collar)
of these
positions are
occupied
by **women**

4,471 → **20%**
are in
non-operational
positions (white
collar)
of these
positions are
occupied
by **women**

1,021 → **14%**
people are
in leadership
positions*
of leadership
positions are
occupied
by **women**

*Middle and senior management positions are considered leadership positions.

Multiculturalism



27
nationalities

-  **32%** Chilean
-  **25%** Argentine
-  **20%** Mexican
-  **8%** Brazilian
-  **5%** Ecuadorian
-  **10%** Other nationalities

Figures are based on the December 2024 headcount.

Techint E&C in Numbers

People with disabilities



126

people with disabilities are part of our company, including physical, sensory (hearing and visual), mental (psychological and intellectual), multiple, and communication-related disabilities.



15 Brazil



65 Chile



46 Ecuador
(includes 9 substitutes*)

*Substitutes: legal guardians of persons with severe disabilities. In Ecuador, regulations allow companies to meet the legal quota for labor inclusion with substitute workers.

Generational diversity

4

generations working together

Baby Boomer
1946-1964 inclusive



4%

Gen X
1965-1980 inclusive



32%

Gen Y
Millennials. 1981-1996 inclusive



52%

Gen Z
1997-2012 inclusive



12%

Source for the distribution of generations: www.pewresearch.org/short-reads/2019/01/17/where-millennials-end-and-generation-z-begins/

Figures are based on the December 2024 headcount.



02 Our Governance



Leadership with an inclusive perspective

The mission of the Diversity and Inclusion Governance Committee is to promote initiatives that foster diversity, equity, and inclusion at Techint E&C, serving as a representative body that identifies opportunities and promotes concrete actions.

Its vision is to ensure equal opportunities, recognizing each person's abilities and positioning diversity as a strategic value for innovation, productivity, and attracting new talent.

This approach is centered on four fundamental guidelines: commitment and culture that starts at the top; raising awareness and sensitivity through training; participation in cultural transformation initiatives; and monitoring and managing progress, with continuous evaluation and analysis of gaps.

// We believe that fostering diversity in our work teams will strengthen our capabilities to carry out complex and challenging projects."



Alejandro Maluf,
President Northern Region
and former sponsor (2023-2025)

2025 Members

Sponsor



Claudio Perillo,
President Andean
Region

Diversity Department



Vanessa Mota,
Human Resources
Sr. Manager



Michele Araújo,
Community Relations
and D&I Manager



Andrea Albasi,
Business Conduct
Compliance Director

Corporate

Andean Region



José Toledo,
Commercial Analyst



Oscar Darío Navas,
Business Development
Director

Brazil



**Rodrigo Francoso
Martini,**
Legal Director

Northern



Pamela Hernández,
Knowledge
Management Manager

Southern



Alejo Calcagno,
Operations Senior
Director

03 Focus Areas



A cross-cutting agenda

The +diversity Program is the key to moving from commitment to action, integrating diversity across the company's agenda. It focuses on four key areas:



Gender and Sexual Orientation: The goal is to ensure that sex assigned at birth, gender expression, and sexual orientation do not affect the opportunities and development of any of our employees. Our greatest challenge is to eliminate bias and provide equal opportunities for all people in all areas.



Disability: Knowing that, according to the United Nations (UN), more than 10% of the global population has a disability, we are working both to reduce physical and attitudinal barriers and to enable full participation for all employees, including those with disabilities. As part of this commitment, the company promotes concrete actions to advance the inclusion of people with disabilities in its workforce, through talks to raise awareness, inclusive recruitment fairs, and training programs for leaders.



Generational diversity: Today, four generations are working together at Techint E&C, making the most challenging projects possible, combining experience, innovation, and a diversity of approaches. We know that age is one of the main perceived barriers to professional development, which is why we promote initiatives that foster equitable environments for growth, contribution, and learning at all stages of working life.



Multiculturalism: Mobility is part of our DNA. People of different nationalities and from different regions within the same country come together for each of our projects. Our goal is to create an inclusive environment that acknowledges and values the richness of cultural differences and local ties, promoting diversity as a fundamental asset.

04 Initiatives



Promoting diversity at Techint E&C

On July 1, 2023, we took an important step toward becoming a more open and inclusive organization, with the creation of the Diversity and Inclusion Governance Committee, which reports directly to the CEO of Techint E&C.

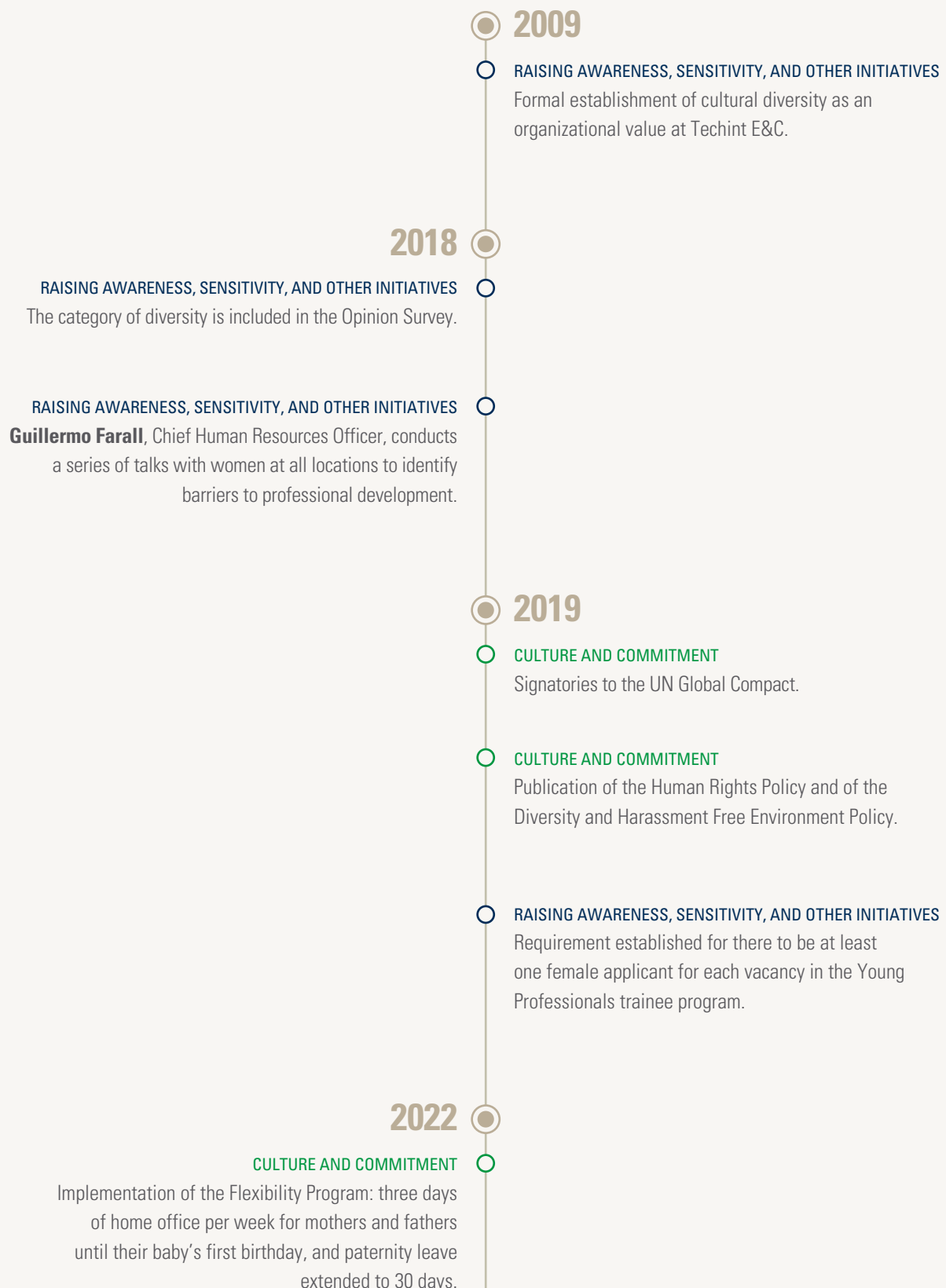
Since then, and with everyone's backing, we have strived to consolidate a working environment that values differences, fosters respectful relationships, and promotes diversity as a driver of growth.

Two years later, this report reflects the commitment of the entire company to diversity, equity, and inclusion, which are fundamental pillars at Techint E&C.



Vanessa Mota
Human Resources Sr. Manager
Techint Engineering & Construction

Milestones: the first steps toward inclusion



Two years of diversity in action



A company that is more diverse and inclusive makes for a more innovative, competitive, and attractive company for the world to come. That is why diversity and inclusion must be at the heart of our agenda.»

Oscar Scarpari,
CEO of Techint E&C.



68

people have taken part in the governance, management, and professional development initiatives promoted by the +diversity Program.



74%

reported overall satisfaction in the 2023 Diversity Survey.

2023



GOVERNANCE

Driving change: creation of the Governance Committee

The **Diversity and Inclusion Governance Committee** was created on July 1, 2023, as part of our efforts to strengthen our commitment to diversity and reflect it in each of our operations. Its goal is to promote initiatives that foster equal opportunities at all locations and in all projects.



GOVERNANCE

Advancing toward equality

The **Gender Subcommittee** was formally created as a global initiative, made up of representatives from different regions, with the aim of promoting a more equitable workforce and addressing the challenges faced by women at different levels and in different projects within the company.



GOVERNANCE

Diversity on the agenda: +diversity Program

The **+diversity Program** is one of the pillars of our cultural transformation. It is an initiative that emerged in Brazil in 2020, expanded to the Andean Region in 2022, and was formally implemented as a global program in 2023, to ensure that diversity is integrated into our agenda and to drive a concrete plan of action. Over the past two years, we have organized talks, workshops, events, and other initiatives that allow us to grow as individuals and as a company.



CULTURE AND COMMITMENT

The starting point

In October 2023, we conducted the **first Diversity Survey**, a key initiative that achieved a 71% response rate among selected employees, aimed at continuing to build more diverse and inclusive environments. Based on the results, we identified opportunities for improvement related to equality in the recognition of women and the barriers to professional development that are tied to background, age, and gender. Conducted every two years, the survey is a tool that not only provides an assessment of the current context but also drives new initiatives to continue promoting diversity as a core value at Techint E&C.



- Create an inclusive environment that values diversity.
- Respect individual characteristics.
- Create a safe space free of prejudice.
- Be open to new ideas and ways of thinking.
- Listen actively and show genuine interest in different points of view.
- Foster a respectful work environment free from discrimination and harassment.



4,500+
people reached.



11,000+
hours of training
on unconscious bias.

2024

GOVERNANCE

Structured and supported diversity

We formalized the **Diversity and Inclusion functional area**, giving it a cross-cutting scope and regional presence. As part of this process, the company allocated its first corporate budget specifically for diversity and inclusion actions, initiatives, and programs, marking a milestone in the strategic management of the issue within the company.

CULTURE AND COMMITMENT

Diversity as a core competency

We strengthened diversity as a core competency by including it in the performance evaluations of 100% of our professionals, with the goal of measuring competencies alongside performance objectives.

RAISING AWARENESS, SENSITIVITY, AND OTHER INITIATIVES

Multiculturalism: providing support during expatriation

As part of the Global Mobility process, the International Assignments department promotes cultural diversity workshops for expatriates and their families to facilitate their adaptation to a new country. We have also developed the Dual Career Program, which provides employment and social support to the partner of an expatriate employee, fostering their integration as well as the overall well-being of the family.

RAISING AWARENESS, SENSITIVITY, AND OTHER INITIATIVES

Unconscious bias: the first step is to recognize it

In February 2024, we launched the **Unconscious Bias Training and Introduction to Gender Plan**, conducting more than 100 workshops globally, starting with the Management Committee. These encounters offer a space for reflection and self-awareness, helping us to understand how our perceptions influence the decisions we make. The goal is to promote a culture more open to dialogue, recognize our biases, and strengthen our collective commitment to diversity and inclusion.

RAISING AWARENESS, SENSITIVITY, AND OTHER INITIATIVES

Multiculturalism in the organizational chart: highlighting what enriches us

Since it was founded in 1945, Techint E&C has had a multicultural outlook, becoming a multinational company in its second year. That is why, in 2009, we formally recognized multiculturalism as a value and, in 2024, we launched an initiative to increase its visibility in our organizational chart. This action helps to balance the participation of people of different nationalities at different levels throughout the organization. In a business that requires cross-country mobility and knowledge transfer due to the complexity of its projects, it is essential to ensure that the cultural contributions and perspectives of professionals from each country are always fairly represented.



The proposal came from the company's Governance team, and we were able to implement it in a highly satisfactory manner. It is, without a doubt, a first step, one that has had positive results, and which will allow us to continue advancing in fostering the promotion of women in leadership positions in our industry.»

Alejo Calcagno, Operations Director, Southern Region.



The breastfeeding rooms demonstrate the company's commitment to the well-being of female employees who are mothers and their babies, allowing them to fulfill their role as mothers without giving up their professional goals.»

Adriana Valdez, Community Relations Leader.



We had a pregnant employee working on the project and realized that the standard uniform was uncomfortable for pregnant women. We immediately began working to adapt it. Not only approved, it was also included as a uniform in the company's brand manual. This is a reflection of our commitment to inclusion at all levels.»

Leandro Muzzi, Administration & Finance Manager of the MOA-Usiminas Project.



RAISING AWARENESS, SENSITIVITY, AND OTHER INITIATIVES

Women leaders transform the industry

We implemented the **Leadership Accelerator for Women in Construction program**, in conjunction with the Canadian institution Ambition Theory. Five professionals from different regions participated, with the aim of developing key leadership skills to grow in the construction sector.



RAISING AWARENESS, SENSITIVITY, AND OTHER INITIATIVES

Spaces that support motherhood

We launched the **Breastfeeding Rooms Program** globally throughout our headquarters and projects, based on pilot initiatives carried out in Brazil in 2018 and Mexico in 2019. The program facilitates the inclusion of breastfeeding mothers in the workplace and ensures there are adequate conditions for the extraction and storage of breast milk. Techint E&C currently has 31 breastfeeding rooms in use around the world, each equipped in accordance with the applicable regulations in each region.



RAISING AWARENESS, SENSITIVITY, AND OTHER INITIATIVES

Inclusive uniforms

We launched the first uniform designed exclusively for pregnant women in Brazil. The idea originated at the MOA-Usiminas Project and was then extended to the rest of the company's projects. In addition, we expanded the clothing supply to include women's coveralls in diverse sizes, adapting work clothes to different body types and needs.





The subcommittee is composed of **14 people**. The request for candidates produced **88 applications: 49 women and 39 men** of different nationalities, ages, and from different areas of the company, including people who identified as members of the LGBT+ community.



250+

women were trained.



14,000+

hours of training for people in technical roles such as riggers, surveyors, drivers, and assistants in specialties such as civil works, pipelines, and electrical works.

MANAGEMENT, MONITORING, AND REMEDIATION

Internal Audit department: monitoring complaints

In a company with more than 18,000 employees, the Internal Audit department plays a crucial role in generating alerts that guide diversity management. Monitoring aims to detect possible breaches of the internal policies and standards that guarantee the full participation of diverse individuals in all Techint E&C processes.

2025

GOVERNANCE

A more representative subcommittee

We expanded the scope of the Gender Subcommittee by incorporating **Sexual Orientation as a focus area**, with the new composition of the committee determined through an open invitation for applications. Its responsibilities include evaluating proposals related to diversity, equity, and inclusion; defining strategic lines of action; ensuring alignment with the objectives of the Governance Committee; and participating in follow-up meetings.

RAISING AWARENESS, SENSITIVITY, AND OTHER INITIATIVES

Training of representatives

The participation of trained professionals is key to building a strong culture of diversity. Within this framework, each region identified a diversity representative within their Human Resources team, and the first global training session was held for these representatives in Buenos Aires. The goal was to strengthen joint efforts, align strategies, and integrate diversity into business practices.

RAISING AWARENESS, SENSITIVITY, AND OTHER INITIATIVES

More women in projects

We launched the **Women's Inclusion and Training Program** globally, based on a pilot program in Chile. The initiative seeks to increase the participation of women in operational areas, providing training and development opportunities for their effective incorporation into projects. The goal is to foster their personal and professional growth, reducing the gender gap and promoting a cultural transformation toward more diverse and inclusive work environments.





From the invitation, we received **70 applications: 4 people** who self-identify as **having a disability**, **17** from those with a **family member who does**, and **49 allies who are committed** to working toward building an **inclusive culture**.



I am happy and proud to be part of a company that cares about these issues and provides opportunities to support mothers so that they can continue their professional development.»

Natalia Rojas, Instrument Design Manager, Mexico.



“It is important to be aware that well-being in the workplace is something we have to work toward together. We also need to know our rights and responsibilities in the face of discrimination and harassment. These situations must be brought to light and transformed into learning experiences that help us grow as a company. The idea is to continue with this initiative and expand it to all offices and projects globally.»

Luján Nölter, Diversity & Inclusion Manager.

GOVERNANCE

More inclusion: Subcommittee of People with Disabilities

The **Subcommittee of People with Disabilities** was established as the second thematic focus area within the Diversity and Inclusion Governance framework, to promote concrete initiatives that foster the inclusion of people with disabilities in countries that already have legislation in place, and to share the best practices that make full participation a reality for everyone. The name of the subcommittee follows the guidelines of the United Nations and the World Health Organization (WHO), prioritizing the person over the condition, avoiding euphemisms, and promoting a perspective that is based on rights rather than limitations.

RAISING AWARENESS, SENSITIVITY, AND OTHER INITIATIVES

Maternity Mentoring: support during motherhood

According to the 2023 Diversity Survey, women considered that having children was the second most significant factor that created or could create obstacles to professional development. That is why we launched the **Maternity Mentoring program**—in collaboration with Giving Birth, a consulting firm specializing in parenting—to support women during this stage of life and reduce bias. The initiative provides advice to pregnant women and guidance to leaders, with private sessions divided into three stages: Vision, Reinvention, and Planning.

RAISING AWARENESS, SENSITIVITY, AND OTHER INITIATIVES

From policy to action

Introduced by the Human Resources area in Argentina in 2019, the **Diversity and Harassment-Free Environment Policy** was designed to raise awareness about diversity, harassment, ethics, and internal control. The initiative encourages employees to put these principles into practice meaningfully, both at work and in their personal lives. As the policy is rolled out across all countries, the goal is to deepen the understanding of harassment and make clear that such behavior is not tolerated by the company.

Looking to the future

The Governance Committee will keep advancing initiatives to make Techint E&C a more diverse a more company, —because we believe that a company that embraces these characteristics is more innovative and creates more opportunities, while simultaneously improving productivity and its ability to attract talent.

Awards, recognitions, and certifications

2010

Award for Outstanding Company in the Inclusion of People with Disabilities, Instituto Pro-Ciudadanía.
Techint E&C, Brazil.

2011

Award for Outstanding Company in the Inclusion of People with Disabilities, Instituto Pro-Ciudadanía.
Techint E&C, Brazil.

2014

Award for Best Companies for Workers with Disabilities, Secretariat for the Rights of Persons with Disabilities – Municipality of São Paulo.
Techint E&C, Brazil.

2015

Award for Best Companies for Workers with Disabilities, Secretariat for the Rights of Persons with Disabilities – Municipality of São Paulo.
Techint E&C, Brazil.

2016

Award for Best Companies for Workers with Disabilities, Secretariat for the Rights of Persons with Disabilities – Municipality of São Paulo.
Techint E&C, Brazil.

2019

Public Commitment, Global Compact, United Nations.
Techint E&C Global.

Public Commitment, Ethos Institute for Business and Social Responsibility, Ethos Institute.
Techint E&C, Brazil.

Exame Diversity Award, Ethos Institute.
Techint E&C, Brazil.

2020

Second Exame Diversity Award, Ethos Institute.
Techint E&C, Brazil.

2021

Violet Award for Gender Equality, Silver category, Ministry of Labor and Secretariat for Human Rights.
CPP Techint E&C, Ecuador.

Third Exame Diversity Award, Ethos Institute.
Techint E&C, Brazil.

2022

Safe Company Seal Award for freedom from violence and discrimination against women, Ministry of Labor and Secretariat for Human Rights.
CPP Techint E&C, Ecuador.

Fourth Edition of the Ethos/Época Negócios Diversity Survey Award, 2022 – Honorable Mention in the Infrastructure Sector, Ethos Institute.
Techint E&C, Brazil.

2023

Human Rights and Diversity Seal Award – Sixth Edition (2023-2024), Women category, Municipal Secretariat for Human Rights and Citizenship – Municipality of São Paulo.
Techint E&C, Brazil.

Fifth Edition of the Ethos/Época Negócios Inclusion Survey Award, 2023, Ethos Institute.
Techint E&C, Brazil.

2024

Honorable mention, Ministry of Women.
CPP Techint E&C, Ecuador.

DEI AWARDS 2024, D&I Management category, Incluyeme.com.
Techint E&C, Colombia.

Public Commitment, REIS Pact (Social Inclusion Business Network Pact), Rede Empresarial de Inclusão Social.
Techint E&C, Brazil.

Sixth Edition of the Ethos/Época Negócios Diversity, Equity and Inclusion Survey Award, 2024, Civil Construction category, Ethos Institute.
Techint E&C, Brazil.

2025

Public Commitment, Women in Mining (WIM), WIM.
Techint E&C, Peru.

**What began as a value
is now reflected in every
step we take.**

**Celebrating two years
of the +diversity Program.**